

Strategic market position of the European Crime Prevention Network

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Abbreviations

Brå	Brottsförebyggande rådet (Sweden)
CCPCJ	The Commission on Crime Prevention and Criminal Justice
CCV	Centrum voor Criminaliteitspreventie en Veiligheid (Center for Crime Prevention and Safety)
CEN/CENELEC	European Committee for Standardization/ European Committee for Electrotechnical Standardization
CEP	Confederation of European Probation
CEPOL	European Union Agency for Law Enforcement Training
CFI - CTIF	Cel voor Financiële Informatieverwerking Cellule de Traitement des Informations Financières (Belgian Financial Intelligence Processing Unit)
CFSP	Common Foreign and Security Policy
COSI	Standing Committee on Operational Cooperation on Internal Security
CPTED	Crime Prevention Through Environmental Design
CSDP	Common Security and Defence Policy
DEFUS	German European Forum for Urban Security
DFK	Deutsches Forum für Kriminalprävention (Foundation German Forum for Crime Prevention)
DKR	Det Kriminal Præventive Råd (Denmark)
EASO	European Asylum Support Office
EFRJ	European Forum for Restorative Justice
EFUS	European Forum for Urban Security
EIGE	European Institute for Gender Equality
EMCDDA	European Monitoring Center for Drugs and Drug Addiction
EMN	European Migration Network
ENAA	European Network on the Administrative Approach tackling serious and organized crime
ESC	European Society of Criminology
EUCPN	European Crime Prevention Network
EUISS	European Union Institute for Security Studies
EUKN	European Urban Knowledge Network
EUNWA	European Neighborhood Watches Association
Eurojust	European Union Agency for Criminal Justice Cooperation

Europol	European Union Agency for law Enforcement Cooperation
EUSPR	European Society for Prevention Research
FATF	Financial Action Task Force on Money Laundering
FRA	European Union Agency for Fundamental Rights
GNSC	Global Network for Safer Cities
GP	Guideline Company
GPCM	Guideline Public Company Method
HEUNI	European Institute for Crime Prevention and Control, affiliated with the United Nations
ICA	International CPTED Association
ICC	International Criminal Court
ICPC	International Crime Prevention Centre
IJJO	International Juvenile Justice Observatory
IOM	International Organization for Migration
Interpol	International Criminal Police Organization
KFK	Competence Center for Crime Prevention (Norway)
LEWP	Law Enforcement Working Party
MAS	Multiannual Strategy
NCB	National Central Bureau
NCPC	National Crime Prevention Council
NfSK	Scandinavian Research Council for Criminology
ODIHR	Office for Democratic Institutions and Human Rights
OECD	Organization for Economic Co-operation and Development
OLAF	European Anti-Fraud Office
OSCE	Organization for Security and Co-operation in Europe
RAN	Radicalization Awareness Network
UNDOC	United Nations Office for Drugs and Crimes
UNICRI	United Nations Interregional Crime and Justice Research Institute
VSE	Victim Support Europe
WAVE	Women Against Violence Europe

Executive summary

I. Introduction and research objectives

In the first part of this report, we provide a summary of the main conclusions and recommendations of the research on the strategic market position ('StraMaPo') of the European Crime Prevention Network (hereafter EUCPN) as part of the project 'The further implementation of the Multiannual Strategy (MAS) of the EUCPN and the Informal Network on the Administrative Approach'. The assignment was carried out from May 2019 to March 2020 for the EUCPN Secretariat by the Institute for International Research on Criminal Policy (IRCP). The StraMaPo study was conducted under the supervision of prof. dr. Gert Vermeulen (coordinator), prof. dr. Wim Hardyns and prof. dr. Lieven Pauwels (promoters).

Since its set up almost two decades ago, the EUCPN has grown significantly (2001/427/JHA replaced by 2009/902/JHA). Whereas objectives remained mostly the same, activities and tasks have increased broadly. In view of the further implementation of the MAS of the EUCPN and in order to become a genuine leading entity in the crime prevention area, the EUCPN wants to ascertain whether or not it would be favorable to move into another direction in the future. Therefore, the purpose of the present study is to determine the EUCPN's current and future strategic market position.

The StraMaPo study sets a twofold objective, namely:

1. The identification of relevant European and international institutions and/or organizations within the European field of crime prevention;
2. A needs assessment of both National Representatives and Substitutes as well as the Network's target groups.

In order to answer these research objectives, an *inventory* containing institutions and/or organizations with a role in crime prevention was compiled in the first place. Furthermore, an *online questionnaire for target audiences* was developed and disseminated among Member States. Additionally, *expert interviews with National Representatives and Substitutes* were conducted.

II. Inventory

In the light of the objectives of the present study, the EUCPN aims to gain insight into its strategic market position, which requires the measurement of its market value. In doing so, the Guideline Public Company Method (hereafter GPCM) was applied and in accordance, **a substantiated classification system has been designed to serve as a comparison mechanism.** This exploratory framework, consisting of five axes, was used to differentiate the 57 identified institutions and/or organizations that were selected on the basis of (1) desktop research, (2) the online questionnaire using open questions and (3) face-to-face expert interviews with National Representatives and Substitutes (cf. *infra*). The five comparative axes are the following:

- Axis 1: level of organization (*local, regional, national, European and international; cf. Table 2*);
- Axis 2: qualification of organization (*public/private character; intergovernmental/supranational character*);
- Axis 3: prevention focus of organization (*social/situational crime prevention*);
- Axis 4: organizational focus on types of crime (*EULOCS index system; cf. Table 3.*);
- Axis 5: types of influence of organization (*cf. Table 4.*).

The outcome of this process resulted in a classification system which, after application in practice, appeared to be of limited use when it comes to comparing various institutions and/or organizations. In this respect, **a brief descriptive analysis was presented and an overview of 57 identified institutions and/or organizations in the field was provided.** In general, the majority of the institutions and/or organizations identified is situated at the European level, including the EUCPN. The larger part seems to be classifiable as public and is involved in both social and situational prevention. Furthermore, a large part appears to be having a specific crime prevention focus and thus being generally involved in crime prevention. When institutions and/or organizations do seem to focus on specific phenomena and/or trends, the resemblances with the priorities set by the EU Policy Cycle are remarkable. When considering the influence of the identified institutions and organizations, these seem to have a quite varied impact within the European field of crime prevention.

III. Online questionnaire for target audiences

As the first part of the needs assessment, an online questionnaire has been distributed towards the (potential) target groups of the EUCPN. The web-based survey was developed via Qualtrics and consisted of four parts:

- Part 1: General Information
- Part 2: EUCPN Goals
- Part 3: EUCPN Tools
- Part 4: Target Groups

The questionnaire has been disseminated through the internal network of both National Representatives ($n=27$), Substitutes ($n=24$) and relevant Contact Points of the Network. The questionnaire was eventually completed at least once by all European Member States, with the exception of Slovakia ($n=26$). **In total, 70 valid responses were registered with a cut-off value of at least 20%.**

As to the general information of the participants, most of them define themselves as practitioners and/or policymakers and consider themselves to be a target group of the EUCPN. The vast majority is representing public institutions (i.e. public government bodies, often Ministries of Interior and Justice), usually situated at a national level, whereby the larger part indicates to focus on both social and situational prevention. In addition, the absolute majority is familiar with the EUCPN as a Network. However, it is remarkable that the questionnaire was also completed by participants who were unfamiliar with the EUCPN. Put differently, also non-target groups were reached.

When the performance in key targets is queried, the EUCPN does not perform outstandingly well regarding being point of reference, disseminating qualitative knowledge, and supporting crime prevention activities in particular. The fourth core task (i.e. contributing the EU policy and strategy on crime prevention), however, appears to be viewed as primarily positive. At the same time, only **a minority seems to consult the EUCPN's output**. More specifically, participants indicate being familiar with, among others, Toolbox Papers, Monitor Papers, Policy Papers and Best Practices, but hardly consult the documentation and/or consider these documents as less useful. Similarly, the vast majority would be unfamiliar with the EUCPN social media channels. On the contrary, international and often more practically oriented events do seem to score (very) well. Examples are the well-reviewed campaigns,

BPC/ECPA and EU Wide Focus Day. Moreover, the EUCPN website and its Knowledge Centre in particular also seem to score fairly well, as the majority of participants are familiar with the tool and mainly consult the provided documentation.

IV. Expert interviews with National Representatives and Substitutes

As the second part of the needs assessment, expert interviews with National Representatives and Substitutes were conducted in order to gauge their opinion and expectations about the current and future strategic market position of the EUCPN. The expert interviews were conducted by means of a semi-structured question protocol containing a logically constructed list of questions, built up around specific themes. The interview schedule consisted of four parts:

- Part 1: Introduction – Opening questions (drop-off)
- Part 2: Transition questions
- Part 3: Key questions
- Part 4: Final questions - Outro

A total of 16 expert interviews were carried out with both National Representatives and Substitutes, covering 15 Member States. The vast majority, in particular 11 face-to-face interviews, were conducted during both the Board Meeting and BPC/ECPA in Helsinki (December 2019). The 5 remaining interviews were carried out in January 2020 via FaceTime ($n=1$) and telephone ($n=3$). In addition to the other 4 interviews, one was also conducted face-to-face.

Interviewees are mainly employed by government agencies and policy services and are therefore strongly involved in crime prevention. **Cooperation with the EUCPN is perceived very positive by interviewees and is described both fruitful and mutually beneficial.** However, a minority reports not to currently have the necessarily capacity to strengthen the current relationship with the Network, but would like to do so over time. Lack of resources would mostly be at the root of this issue. Further, few indicate to expect more from the Network, for example in terms of assistance and support. In that regard, they consider the partnership rather as a poor investment for their side.

Overall, the EUCPN is seen as an important partner in the crime prevention area that has already established connections with the main partners in the

field. In that sense, interviewees believe that it would be more favorable to invest in existing partnerships rather than identifying new partners and/or stakeholders and establishing new collaborations since most crime prevention domains are already covered and the existing partnerships are usually evaluated positively. **When asked about the core tasks of the EUCPN, representatives are unanimously highly positive,** although there would be still room for improvement. Similar results, however, are quite inconsistent with the survey results. When interpreting these outcomes, we should take the **potential occurrence of a positive bias** into account.

Finally, the general expectations are more or less in line with the EUCPN's current tasks. Representatives do, however, express their preference for, among others, a translation of the output as well as improved visibility at the local level, more simplified tools for practitioners and more European widespread events. In addition, a minority lacked sufficient knowledge regarding the EU Policy Cycle and pleaded to not necessarily focus on the priorities set by the Council. In this respect they appeared to be in favor of allowing the Network to set its own priorities. Interviewees further pointed out the importance of strengthened communication, in particular through social media. To a lesser extent, more academic research and taking lead in crime prevention policies and/or strategies were suggested and deemed preferable.

V. SWOT-analysis and overall conclusion

In order to gain insight in the competitive position of the EUCPN, a SWOT analysis was carried out based on a compilation of the findings drawn from the inventory, the online questionnaire and the conducted expert interviews with National Representatives and Substitutes. The identified strengths, weaknesses, opportunities and threats are shown in the table below. Based on these findings, some recommendations will be formulated in view of strengthening the current market position.

Table 1. Overview SWOT

	Strengths	Weaknesses
<div>Internal</div> <div>External</div>	<p>S1: well-known actor</p> <p>S2: important partner</p> <p>S3: high quality partnerships</p> <p>S4: fruitful and mutually beneficial collaboration</p> <p>S5: dissemination of qualitative knowledge</p> <p>S6: activity within the EU Policy Cycle</p>	<p>W1: output under consulted</p> <p>W2: limited local impact</p> <p>W3: insufficient crime prevention activities</p> <p>W4: unfamiliarity with the EU Policy Cycle</p>
Opportunities	SO-strategy	WO-strategy
<p>O1: improve visibility</p> <p>O2: broaden target audiences reached</p> <p>O3: overcome language barrier</p> <p>O4: involvement in academic research</p>	<p>SO1: more European widespread events</p> <p>SO2: publishing rate</p> <p>SO3: upgrading Knowledge Center</p> <p>SO4: taking lead in crime prevention policies and/or strategies</p>	<p>WO1: more simplified tools</p> <p>WO2: translating working documents (and abstracts)</p> <p>WO3: communication strategy</p> <p>WO4: multimedia materials</p> <p>WO5: use of social media</p>
Threats	ST-strategy	WT-strategy
<p>T1: lack of resources Member States</p> <p>T2: poor return on investment</p> <p>T3: drop EU funding</p>	<p>ST1: intensified support from a better-resourced Secretariat</p>	<p>WT1: intensified support from better-resourced Secretariat</p>

Taking the presented results into account, **one may conclude that the EUCPN functions as a versatile and multipurpose Network within the European field of crime prevention.** In doing so, the Network appears to be well equipped to meet its stated objectives (cf. *supra*). However, **by addressing a number of shortcomings, the EUCPN could consolidate and/or boost its market value.**

Some of the identified weaknesses are inherently related to the Network's strengths, which presupposes that continuing the EUCPN's focus on its current objectives and the prioritization of the potential opportunities would provide a certain margin for growth. Thus, in addition to addressing these weaknesses, the opportunities – as presented in the SWOT-analysis – should be fully exploited. In that regard, the EUCPN **should not necessarily take a change of course, but should endeavor to enhance its visibility, broaden its target audiences reached and tackle the language barrier problem.** Furthermore, the EUCPN **could develop specialization in crime prevention policies and/or strategies and academic research** to distinguish itself and strengthen its market value to become a genuine leading entity in the crime prevention area.

Below, we present a number of recommendations regarding follow-up research and the strategic market position of the EUCPN.

Recommendation 1: There are several dangers associated with the use of techniques to determine the strategic market position. A first problem relates to both diversity and stability in the particular market in which the organization to be evaluated is based. Put differently, the implementation of this specific evaluation strategy in the European field of crime prevention could have implications with regard to comparability. A second problem concerns the selection of Guideline Companies (hereafter GC) that serve as a basis for comparison. Any substantial differences between these companies and the organization to be evaluated may lead to an under- or overestimation of the market value. As far as possible, we have taken the above limitations into account for the present study. Nevertheless, we attempt to apply the GPCM to the European crime prevention area by using a substantiated system of axes as a basis for comparison and thereby concluded during the empirical phase that the classification system was not as usable as initially expected. In that respect, future research on the strategic market position of the EUCPN that intends to use a classification system would be suggested **to apply a more fine-tuned method that fits even more closely the required conditions.**

Recommendation 2: Similarly, a SWOT analysis is subject to limitations. Certain identified factors appeared to fit into more than one box (e.g. ST1/WT1; intensified support from better-resourced Secretariat), while others were too

broadly formulated due to a lack of information (e.g. WO3; communication strategy). Furthermore, it is complicated to determine which factors need to be given more/less or equal importance. And finally, the listed factors in this research reflect opinions rather than facts, resulting in an over-subjectivity of the presented results. We are aware of this bias. However, the results presented **should be validated in follow-up research by questioning a larger number of respondents, both within and outside the Network, both quantitatively and qualitatively.**

Recommendation 3: The EUCPN produces output in the form of documents, but also through conferences and campaigns. Contrary to the Annual Reports, Monitor Papers, Policy Papers, Toolbox Papers and best practices, international events score well to very well and seem to be popular. Examples of existing events are the BPC, ECPA and the recently launched EU Wide Focus Day. There also seemed to be interest in the newly introduced EUCPN Conference. A possible way forward could be **to become more actively involved in the organization of European widespread events.**

Recommendation 4: The publishing rate of the Secretariat seems to be relatively high. For instance, 195 contributions were published last year (2019). Looking at previous years, these numbers tend to be somewhat lower. It seems **advisable to keep the publishing rate at least steady or, if possible, even to increase the number of contributions in order to improve the Network's visibility in the area of crime prevention.**

Recommendation 5: The EUCPN is already widely involved in crime prevention. To strengthen its position in the field, the EUCPN could **further specialize in the implementation, monitoring, coordination and evaluation of crime prevention policies, strategies and/or activities** since both the quantitative and the qualitative results indicate that there is room for improvement in this area.

Recommendation 6: As the results of the online questionnaire have indicated that the output of the EUCPN is hardly or not consulted due to its impractical nature, it may be necessary **to aim at developing and disseminating more simplified tools for practitioners.** These tools are and remain ideally evidence-based, however, the implementation requirements should be kept to a minimum.

Recommendation 7: Following the limited consultation of the EUCPN output, **a larger target audience could presumably be reached by translating** the published and disseminated documentation from the English language into the national languages of the Member States concerned. Some Member States

reported not to have the capacity to do so. Notwithstanding the fact that the working language of the Network is English, this would nevertheless **impact the usefulness of the outputs for certain Member States and/or practitioners**. Moreover, the opportunity of translating provides **an opportunity to sharpen the visibility at the local level** and reach practitioners at the very same level. Certain interviewees pointed out that practitioners in their Member State often spoke English insufficiently, meaning that a translation of documentation would be beneficial.

Recommendation 8: With a view to strengthening the communication strategy, the **social media channels of the Network should be more widely promoted** as a strong minority of the target groups indicates to be mainly unfamiliar with these channels. In addition, since sometimes a picture is worth a thousand words, it seems to be **advisable to enhance the use of multimedia materials and to promote output more often using these tools**. Furthermore, considering both the use of social media and the potential of visual content, it can bridge the gap to the local level in order to involve practitioners.

Recommendation 9: Overall, the EUCPN partnership is considered to be fruitful and mutually beneficial and thus perceived positively. However, when Member States were interviewed about the opportunities and desirability of strengthening their relationship with the Network, few appeared not to be in favor due to lack of domestic capacity and/or resources. Moreover, some indicated that their participation is deemed a poor investment in terms of time and effort. From this perspective, **intensified support from a better-resourced Secretariat** may be one possible way forward to address these external threats.

Recommendation 10: The EUCPN depends on external funding (i.e. Internal Security Fund - European Commission) based on a co-financing principle. The annual allocation is calculated on the basis of a distribution key whereby each Member State represents a share of a certain amount and is expected to adjust annual contributions. However, there are known cases of non-payment by Member States, with the consequence of a significant reduction in the annually assigned contribution. In this respect, a drop in EU funding could threaten the further functioning of the Network. **A re-evaluation of the current co-financing and associated distribution key principle may therefore be desirable.**

Recommendation 11: There are numerous institutions and organizations active in the European field of crime prevention, many of which are known by and collaborate with the EUCPN. Many are regarded as 'traditional partners'. The Network thus has established connections with the main partners in the

crime prevention area. In that respect, it is **more favorable to invest in and intensify existing partnerships, rather than establishing new ones.**

Preface

This research on the strategic market position of the EUCPN (hereafter EUCPN), called 'StraMaPo', was commissioned by the EUCPN Secretariat as part of the project 'The further implementation of the Multiannual Strategy (MAS) of the EUCPN and the Informal Network on the Administrative Approach' and is submitted by the Institute for International Research on Criminal Policy (IRCP). This research was conducted from May 2019 to March 2020 under the supervision of prof. dr. Gert Vermeulen (coordinator), prof. dr. Wim Hardyns and prof. dr. Lieven Pauwels (promoters).

The researchers would like to thank everyone who cooperated on this research, in specific the respondents who helped to gather the information. Without their cooperation, the execution of this research would have been impossible. Furthermore, we would like to thank the EUCPN Secretariat, Febe Liagre, Stijn Aerts and Jorne Vanhee in particular, for this positive cooperation and the constructive and critical remarks given during the research project.

I. Introduction and research objectives

1. General

The European Crime Prevention Network has grown significantly since the set up in 2001 (2001/427/JHA replaced by 2009/902/JHA). Throughout the years, objectives remained mostly the same, but activities and tasks have increased broadly. In order to keep achieving its defined objectives, the EUCPN wants to ascertain that it's currently sailing the right course and whether or not it would be favorable to move into another direction. In brief, the purpose of the present study is to determine the EUCPN's current and future strategic market position.

The two following objectives of the StraMaPo study can be distinguished:

1. The identification of relevant European and international institutions and/or organizations within the European field of crime prevention;
2. A needs assessment of both National Representatives and Substitutes as well as the Network's target groups.

In order to answer these research objectives, an *inventory* containing institutions and/or organizations with a role in crime prevention was compiled in the first place. Furthermore, an *online questionnaire for target audiences* was developed and disseminated among Member States. Additionally, *expert interviews with National Representatives and Substitutes* were conducted.

The assignment **was conducted from May 2019 to March 2020** and was carried out in three phases:

- Phase 1: Preparatory tasks

First and foremost, some preparatory tasks were conducted. A run-in period was scheduled to introduce the researcher involved to the EUCPN Secretariat in order to gain insight into the functioning of the Network. Subsequently, the questionnaire was compiled, as well as the questionnaire protocol of the expert interviews with the corresponding informed consent. Finally, the methodology was refined and finalized.

- Phase 2: Data collection and processing

In a second phase, data was gathered. A desk research was carried out to identify relevant institutions and/or organizations with a role in crime prevention (work package 1; hereafter WP1). Next, the online questionnaire was distributed throughout the Member States (WP 2.1) and expert interviews were conducted with representatives of the Network (WP 2.2). Results were

afterwards processed in accordance with the principles of the quantitative and qualitative techniques and methods.

- Phase 3: Reporting results – Determination of the strategic market position
The strategic market position of the EUCPN was determined on the basis of a detailed analysis of the research findings. The first results were, however, first presented at the EUCPN Conference in Brussels (February 2020). At the same time, the final report was prepared and subsequently submitted.

2. Structure outline

The structure outline of this report is as follows: chapter 2 provides an overview of the concept definitions used throughout this study. Chapter 3 presents the methodological framework (i.e. a systematic and scientifically substantiated classification system) for compiling the inventory containing relevant European and international institutions and/or organizations. Chapter 4 concerns the first part of the needs assessment and describes the results of the online questionnaire. Chapter 5 covers the second part of the needs assessment and addresses the qualitative results. Chapter 6 contains a SWOT-analysis and thus discusses the strengths, weaknesses, opportunities, and threats of the EUCPN, based on the reported results which provide the basis for the determination of the strategic market position. Finally, chapter 7 outlines recommendations for further research and EUCPN's current and future strategic market position.

II. Definitions

In this report, certain concepts are commonly used and therefore central. The following terms can be considered key terms: (a) value, (b) market value (c) strategic market position, (d) crime prevention and (e) partner/stakeholder.

- In a narrow sense, the term '**value**' refers to "the monetary value of something, i.e. its marketable price" (Abrams, 2004). In this sense, the concept is used within the field of economics. Applied to the field of crime prevention, this would subsequently relate to the position one occupies within the field and the extent to which one competes with similar networks and institutions (Blattberg, Kim, & Neslin, 2008; Syrett, 2007); in other words, 'value' refers to the relative and perceived importance that is attributed to the EUCPN.
- The '**market approach**' is known as a concept within economics that is used as a valuation technique and provides an indication of the market value that can be attributed to a company or organization. Organizations can be public or private. The concept is defined in this study as "a general way of determining a value of a business by using one or more methods that compare the subject to similar businesses" (Abrams, 2005, p. 286). Put differently, by determining the strategic market position, a company assesses how it relates to other similar companies in the field.
- The term '**strategic marketing position**' can be considered as an operationalization of the concept 'market approach'. In this research, 'strategic market position' must be regarded as the value indication of the EUCPN within the European field of crime prevention, next to other active institutions and organizations on the basis of the perception of partners and/or stakeholders.
- Since '**crime prevention**' is a widely used concept with a loosely defined meaning (van Dijk & de Waard, 1991), it is preferred to use a broader definition of the relevant concept. In that sense, we opt to use the recently adopted EUCPN definition, whereas 'crime prevention' is defined as "ethically acceptable and evidence-based activities aimed at reducing the risk of crimes occurring and its harmful consequences with the ultimate goal of working towards the improvement of the quality of life and safety of individuals, groups and communities." (EUCPN, 2019). In brief, it is important to realize that a broad definition seems applicable and includes, among other,

both the perception of community safety and the (in)directly intended effects, the so-called key consequences.

- The term '**partners**' covers those institutions and/or organizations that already cooperate with the EUCPN and have thus established a partnership. The term 'stakeholders' refers to potential partners for the Network

III. Inventory

In the light of the objectives of the present study, the EUCPN aims to gain insight into its strategic market position, which will have to be determined. In this chapter, the underlying methodological framework to apply the market approach into the field of crime prevention is described, resulting in a systematic and scientifically substantiated classification system. Furthermore, an overview of the identified organizations with a role in crime prevention is provided.

1. Methodology

1.1. Guideline Public Company Method

The determination of the strategic market position of the EUCPN requires the measurement of the market value. In doing so, we opt to apply the Guideline Public Company Method (hereafter GPCM), a relatively simple and flexible method that can be used in any context and is described as an approach "whereby market multiples are derived from market prices of stocks of companies that are engaged in the same or similar lines of business, and that are actively traded on a free and open market" (Abrams, 2004, p. 24). However, certain conditions must be respected, including:

- The field of comparison should be sufficiently large, which implies that many Guideline Companies (hereafter GC) in the same industry as the subject organizations are required with the general principle: the more the better;
- Relevant data of the organizations to be evaluated as well as the GC are necessary as they will be used as a basis for comparison;
- Multiples (i.e. variables) used in the base of comparison should either be consistent (i.e. as few differences as possible) or (maximum) differences need to be explainable (i.e. forecast growth rates).

Taking these requirements into account and applied to the research objectives of the present study to the greatest extent possible, **a substantiated classification system has been established, consisting of five axes** as shown below. The above-mentioned conditions have been translated into an applicable exploratory framework that will serve as a comparison mechanism and will, together with the needs assessment, be used to determine the strategic market position of the EUCPN. The five comparative axes are the following:

- Axis 1: level of organization;
- Axis 2: qualification of organization;
- Axis 3: prevention focus of organization;
- Axis 4: organizational focus on types of crime;
- Axis 5: types of influence of organization.

The identification of both traditional and potential partners and/or stakeholders for the EUCPN is based on (1) desktop research, (2) the online questionnaire using open questions and (3) face-to-face expert interviews with National Representatives and Substitutes (cf. *infra*).

Available information in the form of 'variables' was collected systematically on the basis of the classification system for each identified relevant partner and/or stakeholder, resulting in a one-page counting document ('fiche'). This resulted in the listing of 57 institutions, each potential partner and/or stakeholder for the EUCPN, for which information could be found and/or consulted (cf. Appendix 1). This meets the condition that the comparison field must be sufficiently large, as well as the requirement that sufficient data must be available.

In the next section, each axis is discussed separately and its relevance is described. Next, overview tables are presented to visually clarify the classification system.

1.2. Classification system

1.2.1. Axis 1: level of organization

The level at which the identified organizations are situated needs to be determined in order to get an overview of the crime prevention landscape. These levels include the *local, regional, national, European and international level*.

1.2.2. Axis 2: qualification of organization

Initially, a second axis was designed to focus on the qualification of the identified institutions and differentiate them in terms of nature: a *public/private* character and/or an *intergovernmental/supranational* character. However, **it was decided not to present the axis concerned** due to the fact that the proposed dichotomy would be too rigid on the one hand and lacking relevancy on the other (cf. *infra*).

1.2.3. Axis 3: *prevention focus of organization*

Likewise, a third axis was developed to embody the (false) dichotomy between *social and situational crime prevention*, the traditional classification within criminology. Nevertheless and comparable to the second axis, **it was again opted not to present the differentiation** in terms of prevention focus because of the aforementioned reasons cf. *infra*).

1.2.4. Axis 4: *organizational focus on types of crime*

Furthermore, a general overview of the crime phenomena focused on by identified institutions needs to be obtained in order to draft the EUCPN's strategic market position. The use of a supported reference index that classifies and bundles crime phenomena is preferable for this purpose. In doing so, the crime phenomena focus is categorized according to the EU Level Offence Classification System (EULOCS), which seems highly appropriate considering that the index system concerned builds essentially on offense definitions referred to in legal instruments included in the EU JHA-acquis (Vermeulen & De Bondt, 2009). Alphabetically presented, the following types of crime are involved: *corruption, cybercrime, drugs, firearms, fraud, homicide, crimes within the jurisdiction of the International Criminal Court (hereafter ICC), migration, money laundering, organized crime, property crime, offenses relating to public health, offenses relating to public order, sexual offenses, terrorism and trafficking in human beings.*

1.2.5. Axis 5: *type of influence of organization*

As institutions do not only vary in the level at which they are situated, in their qualification and crime focus but as well in their structure, functioning, activities and thus their impact in the European field of crime prevention, the fifth and last axis focuses on the type of influence that the identified institutions exert within the field. The most prevalent forms of influence that could be determined were categorized on the basis of desk research and information obtained from both the open questions of the online questionnaire and the expert interviews. In alphabetical order, a differentiation was made between *assisting, advising, connecting, coordinating, decision-making, developing, disseminating, evaluating, executing, facilitating, implementing, policy-making, promoting, research, supporting and training.*

The tables below present the identified institutions according to the classification system. Abbreviations can be consulted in the list of abbreviations (see above). We refer to Appendix 1 (inventory) for a detailed overview.

2. General overview

2.1. Axis 1

Table 2. Level of organization			
Regional	National	European	International
		CEN/CENELEC	
		CEP	
		CEPOL	
		Council of Europe	
		Council of the European Union	
		EASO	
		EFRJ	
		EFUS	
		EIGE	
		EMCDDA	
		EMN	ASU Center for Problem-Oriented Policing
		ENAA	FATF
		ESC	Global Network for Safer Cities
	BeeSecure	EUISS	ICA
	Brå	EUKN	ICPC
	CCV	EUNWA	IJJO
NfSK	DBH	Eurobarometer	IOM
	DFK	EUROCITIES	ODIHR
	DKR	Eurojust	OECD
	NCPC (Finland)	European Commission	OSCE
	Transcrime	European Council	UN
		Europol	UNICRI
		Eurostat	UNODC
		EUSPR	WePROTECT Global Alliance
		Expert Group on Policy Needs for Data on Crime	
		FRA	
		Frontex	
		HEUNI	
		Interpol	
		OLAF	
		Pompidou Group	
		RAN	
		VSE	
		WAVE	

As can be seen from the table above and in accordance with the applied research method, a minority of the institutions are located at both regional and (inter)national level. None are located at the local level. In order to identify competing institutions for the EUCPN and draft its strategic market position, it is appropriate to mainly focus on the European level where the EUCPN is based.

A variety of institutions and organizations appear to be present at European level. These include European agencies (e.g. Council of Europe, Council of the European Union, European Commission, European Council, etc.) and its related institutions (e.g. EMCDDA, EUISS, Pompidou Group, etc.) as well as other networks such as CEPOL, Europol, EFUS, ENAA, EUKN, EMN, etc. Also common are international entities with a role in crime prevention (e.g. ICPC, UN, UNICRI, UNODC, etc.). Note that this list is not exhaustive.

2.2. Axis 2 and Axis 3

As already stated, neither Axis 2 (qualification) nor Axis 3 (prevention focus of organization) offer any added value in terms of content within the framework of the present study; these axes are therefore not presented. **As for Axis 2, most are regarded as public institutions**, whereas no private institutions are found and only one organization is classified as an independent foundation with public funding (i.e. CVV, Centre for Crime Prevention and Security). Furthermore, **some of the institutions identified are considered to be intergovernmental in nature**, whilst almost none can be classified as supranational. **As far as Axis 3 is concerned, the great majority seems to aim at both social and situational crime prevention**, while only a small minority appears to focus on either of the two forms of prevention.

2.3 Axis 4

Table 3. Organizational focus on types of crime

ICC	Organized crime	Terrorism	Trafficking in human beings	Sexual offenses	Drugs	Firearms	Environment/ public health	Property crime	Corruption	Money laundering	Fraud	Cybercrime/ Cybersecurity	Homicide	Public order	Migration
ASU Center for Problem-Oriented Policing				ASU Center for Problem-Oriented Policing	ASU Center for Problem-Oriented Policing			ASU Center for Problem-Oriented Policing			ASU Center for Problem-Oriented Policing			ASU Center for Problem-Oriented Policing	
								BeeSecure				BeeSecure			
				Brå									Brå	Brå	
	CVV		CVV	CVV				CVV				CVV			
														DFK	
				DKR				DKR				DKR			
					EMCDDA									EIGE	EASO
															EMN
	ENAA							EUNWA							

		Eurojust	Eurojust		Eurojust						Eurojust	Eurojust			Eurojust
			European Council		European Council	European Council	European Council			European Council	European Council	European Council			European Council
		Europol	Europol		Europol	Europol	Europol			Europol	Europol	Europol			Europol
		FATF	FATF		FATF	FATF				FATF	FATF				
															Frontex
			HEUNI					HEUNI							
Interpol	Interpol	Interpol	Interpol		Interpol	Interpol	Interpol	Interpol		Interpol	Interpol	Interpol			IOM
		ODIHR	ODIHR										ODIHR	ODIHR	
											OECD				
								OLAF		OLAF	OLAF				

		OSCE	OSCE									OSCE		OSCE	
					Pompidou Group										
		RAN													
UN															
	UNICRI	UINCR			UNICRI		UNICRI		UNICRI		UNICRI				
	UNODC	UNODC	UNODC		UNODC	UNODC	UNODC		UNODC	UNODC	UNODC			UNODC	
				WeProtect Global Alliance										WAVE	

When considering the crime phenomena focus, it is noticeable that a large part of the institutions and/or organizations do limit their scope to specific crime offenses, but in doing so appear to direct multiple phenomena. In other words, **even though crime prevention actors address particular areas, they are often generally involved and active in the field of crime prevention.** When looking at the specific phenomena focused on, European agencies and related institutions as well as (inter)national bodies often tend to prioritize categories (Vermeulen & De Bondt, 2009) that show **(in)direct resemblances with the priorities as laid down in the EU Policy Cycle**, which the EUCPN also addresses from a primarily preventive perspective. In this respect, the most important transnational crime phenomena are covered as the European crime prevention area targets the most important threats posed by organized and serious international crime, including the EUCPN.

1.4 Axis 5

Table 4. Type of influence of organization

Assisting	Advising	Connecting	Coordinating	Decision-making	Developing	Disseminating	Evaluating	Executing	Facilitating	Implementing	Policy-making	Promoting	Research	Supporting	Training
						ASU Center for Problem-Oriented Policing	ASU Center for Problem-Oriented Policing			ASU Center for Problem-Oriented Policing			ASU Center for Problem-Oriented Policing		
	BeeSecure					BeeSecure				BeeSecure		BeeSecure		BeeSecure	BeeSecure
			Brà			Brà				Brà			Brà	Brà	
					CEN/CENEL EC					CEN/CENEL EC	CEN/CENEL EC				
			CEPOL		CEP	CEP						CEP		CEP	
					CEPOL	CEPOL			CEPOL	CEPOL			CEPOL		CEPOL
	Council of Europe									Council of Europe	Council of Europe	Council of Europe			
			Council of the European Union	Council of the European Union						Council of the European Union					
	CVV		CVV			CVV	CVV							CVV	CVV
			DKR			DKR				DKR					
EASO						EASO			EASO					EASO	EASO
EFRJ		EFRJ			EFRJ							EFRJ	EFRJ	EFRJ	
					EFUS		EFUS			EFUS		EFUS		EFUS	
	EIGE					EIGE					EIGE				
EMCDDA	EMCDDA				EMCDDA	EMCDDA					EMCDDA		EMCDDA	EMCDDA	
	EMN					EMN								EMN	
		ENAA	ENAA									ENAA			
	ESC					ESC							ESC		
EUISS		EUISS								EUISS			EUISS		
		EUKN				EUKN					EUKN		EUKN		
		EUNWA										EUNWA			
	Eurobarometer														
	EUROCITIES			EUROCITIES		Eurocities								EUROCITIES	

III. INVENTORY

Eurojust			Eurojust											Eurojust	
							European Commission	European Commission		European Commission	European Commission				
											European Council				
						Europol		Europol		Europol				Europol	
		EUSPR				EUSPR				EUSPR		EUSPR	EUSPR		
Expert Group on Policy Needs for Data on Crime	Expert Group on Policy Needs for Data on Crime														
			FATF								FATF	FATF			
	FRA			FRA						FRA	FRA	FRA		FRA	
			Frontex											Frontex	
						Global Network for Safer Cities						Global Network for Safer Cities			
			HEUNI									HEUNI	HEUNI		
														ICA	
										ICPC				ICPC	
		Interpol				IJJO						IJJO			
	IOM								Interpol				Interpol	Interpol	Interpol
			NCPC (Finland)				NCPC (Finland)	NCPC (Finland)		NCPC (Finland)			NSiK		
ODIHR	ODIHR											ODIHR		ODIHR	
	OECD										OECD		OECD		
			OLAF					OLAF			OLAF			OLAF	
			OSCE	OSCE											
		Pompidou Group				Pompidou Group				Pompidou Group	Pompidou Group	Pompidou Group			
		RAN	RAN			RAN	RAN							RAN	RAN
													Transcrime		Transcrime
						UN				UN				UN	
						UNICRI	UNICRI				UNICRI			UNICRI	
						UNODC	UNODC			UNODC		UNODC			

	VSE				VSE								VSE	VSE	
		WAVE				WAVE						WAVE		WAVE	
WePROTEC T Global Alliance												WePROTEC T Global Alliance		WePROTEC T Global Alliance	

Institutions appear to have a quite varied impact within the European field of crime prevention. International and European agencies and their organizations in particular are mainly involved in both policy- and decision-making, whereas others exert a widespread influence in the crime prevention area the engagement in a wide range of activities. As well, the EUCPN can be characterized as an all-round Network given its general involvement in crime prevention. The EUCPN may be regarded as a facilitating Network involved in scientific research that disseminates its output across the European Member States via its Knowledge center (i.e. information hub). Moreover, the EUCPN takes on a coordinating, implementing and supporting role within the field. In addition, the Network endeavors to promote evaluation and connects the EU Member States via representatives. In order to strengthen the EUCPN's current position and to distinguish the Network from other institutions and/or organizations, it would be feasible, to concentrate over time on those roles - and in accordance with the performance of its mandate - which currently appear to be underexposed (e.g. assistance, training, etc.) on the basis of the classification system. Also, intensifying its current tasks and activities could contribute to becoming a genuine leading entity in the crime prevention area.

3. Conclusion

The majority of the institutions and/or organizations identified are situated at the European level, including the EUCPN. The larger part seems to be classifiable as public and is involved in both social and situational prevention. Furthermore, a large part appears to be having a specific crime prevention focus and thus being generally involved in crime prevention. When institutions and/or organizations do seem to focus on specific phenomena and/or trends, the resemblances with the priorities set by the EU Policy Cycle are remarkable. When considering the influence of the identified institutions and organizations, these seem to be very heterogeneous.

However, comparisons cannot be made solely on the basis of the above-mentioned tables. Nevertheless, since several institutions thus appear to be active at the European level within the field, this might – at first sight – give rise to a risk of overlap in focus and activities. In this respect, **the EUCPN should be able to distinguish itself by focusing on and specializing in certain phenomena, apart from the above-mentioned institutions and thereby consolidating its prevention focus.** Overall, the EUCPN thus seems to act as an active and versatile entity. In addition, it should be noted, however, that the tables presented merely provide an overview of the identified institutions, but are therefore not necessarily exhaustive. The above-mentioned classification system afterward appeared to be not consistently applicable due to the rather hybrid character of some institutions.

IV. Online questionnaire for target audiences

As part of the needs assessment, an online questionnaire has been developed and distributed towards the (potential) target groups of the EUCPN in order to gain insight into the Network's current position within the European field of crime prevention and to identify opportunities to strengthen its position. We refer to Appendix 2 (overview online questionnaire) for the composition of the questionnaire. This chapter presents the results of the web-based survey, which contains both open and closed questions. The results below have been visualized in the form of charts. For a detailed overview of the processed tables, we refer to Appendix 3 (results online questionnaire).

1. Methodology

The questionnaire was developed via Qualtrics, survey software that allows online questionnaires to be created and distributed. For the purpose of this study, it was decided to compile a questionnaire consisting of four parts:

- **Part 1: General Information**

General information was collected in the first part. Participants were asked to classify the type and level of their institution/organization as well as their involvement in and relation to crime prevention. Furthermore, the familiarity with the EUCPN was probed; including the principle of branching with which the questionnaire could become customized to the participant. When indicated that they were familiar with the EUCPN, the full questionnaire was presented. If not, an alternative path would be followed and only some of the questions were shown. Subsequently, participants were also asked about the channels through which they became familiar with the Network.

- **Part 2: EUCPN Goals**

In the second part, participants were probed about the extent to which the Network carries out its objectives, referring to the official goals, being a point of reference, (2) disseminating qualitative knowledge, (3) supporting crime prevention activities and (4) contributing to the EU Policy Cycle. These goals were operationalized on the basis of a set of statements to which a five-point scale was applied. However, the vast majority of the questions were only displayed if prior familiarity with the Network was indicated via the branch question, as the relevant questions were used to gauge the participant's opinions.

▪ **Part 3: EUCPN Tools**

In the third part, the EUCPN tools (i.e. Toolbox Papers, Policy Papers, Monitor Papers, Annual Reports, Newsletters, Best Practice conference, etc.) were probed in terms of familiarity, consultation, and usefulness. Put differently, participants were asked to what extent they are familiar with the output of the EUCPN, the extent to which they consulted and used their tools and the extent to which the tools were deemed useful. Similar to the EUCPN goals, the concepts of familiarity, consultation and usefulness were operationalized on the basis of a set of statements to which a five-point scale was applied. Again, the vast majority of the questions were only displayed if prior familiarity with the Network was indicated via the branch question.

▪ **Part 4: Target Groups**

Lastly, participants were asked in which they considered themselves to be a target group of the Network since the questionnaire was distributed to potential target groups via National Representatives, Substitutes and EUCPN contact points. A valid response not necessarily meant that the concerned participant is familiar with and/or part of the Network.

The questionnaire furthermore included a welcome window with an explanation regarding the StraMaPo study, as well as a completion window with the possibility to fill in contact details for further communication, if desired.

The online questionnaire was distributed at the end of November 2019 to both National Representatives ($n=27$) and Substitutes ($n=24$) of the Network with the request for further dissemination within the member state. Relevant contact points were also contacted. Contact details were initially provided by the EUCPN Secretariat.

An introductory e-mail regarding the online survey was sent by both the Secretariat (28/11/2019) and the StraMaPo research team (29/11/2019). Subsequently, a total of three reminders were sent out: early December (05/12/2019), late December (27/12/2019) and mid-January (20/01/2020). The questionnaire was then closed after the first week of February 2020. A detailed overview of the number of reminders sent can be found in Appendix 4.

The questionnaire was completed at least once by all European Member States, with the exception of Slovakia ($n=26$). Noteworthy is that, next to traditional European and international institutions and organizations, the questionnaire was also filled in by Canada.

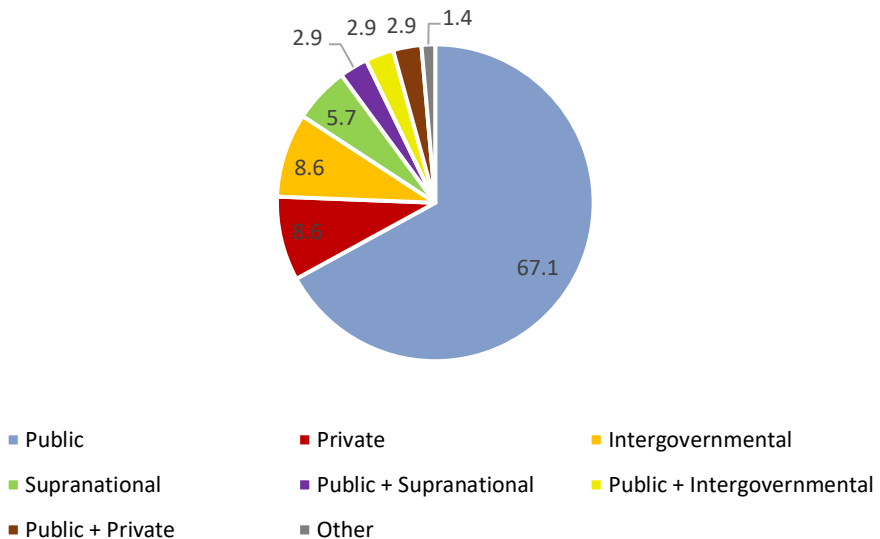
Qualtrics recorded 142 'valid' responses in total. However, the software registered incomplete questionnaires as well as a 'valid' response. The research team therefore decided to determine a certain cut-off value, meaning that only those questionnaires with a minimum number of answered questions (20%) are included, resulting in a total of 70 valid responses. The results below are accordingly based on the latter number. Of the 70 questionnaires included, only 52 were fully completed (100%), whereas 18 questionnaires were not. Overall, included questionnaires were filled in for about 85%. A detailed overview can be found in Appendix 3.

2. Results

2.1. General Information about the participant

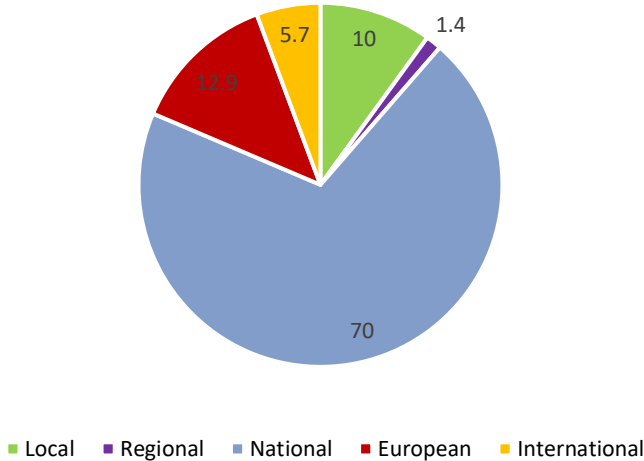
67.1% indicates to represent a strictly public institution. Less common are strictly private (8.6%), intergovernmental (8.6%) or supranational (5.7%) institutions. Only a few are representing public supranational institutions (2.9%) as well as public intergovernmental institutions (2.9%). Also reported are both public and private institutions (1.4%). The category 'other' can be classified as a combination of more than three of the above-mentioned options (1.4%).

Fig. 1 Breakdown according to type of institution (n=70)



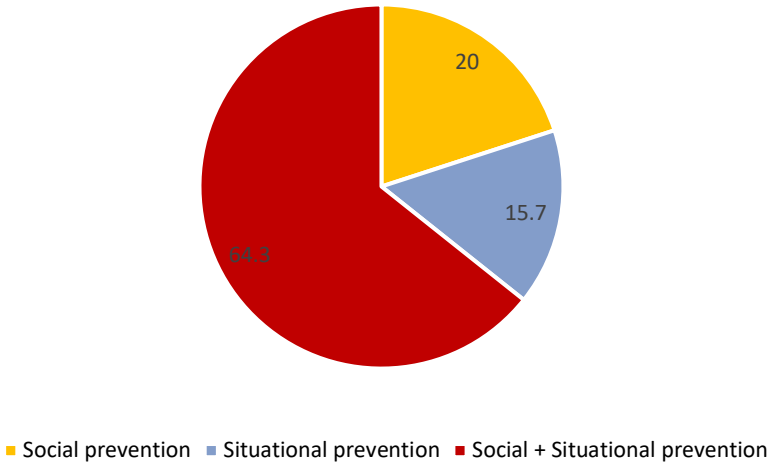
70.0% of the participants states to represent institutions that are situated on a national level, most likely due to dissemination via National Representatives and Substitutes as they act as national contact points for the Network. Not as common are a European (12.9%), local (10.0%) and international level (5.7%). Only one institution is assigned to a regional level (1.4%).

Fig. 2 Breakdown according to level of institution (n=70)

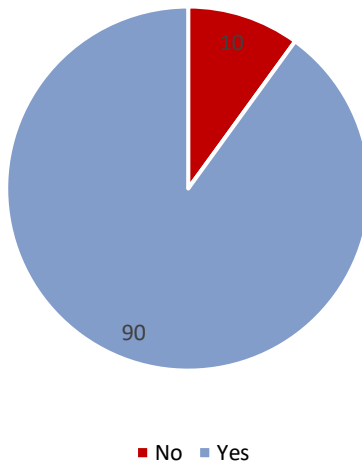


In the survey, we asked participants about the qualifications of the institutions and/or organizations that took part. More concretely, the respondents were asked questions about how the involvement in crime prevention could be described. The majority of the participants declared to represent a public government body, most often Ministries of Interior and Justice. As policymaking is one of their main tasks, these institutions are often actively involved in shaping and developing crime prevention policies. Also common are law enforcement agencies, situated at the local, national and European level. Some of them reported that they focus on specific issues and/or phenomena within the field of crime prevention. The questionnaire was completed by both public and private institutions and/or organizations on national, European and international level. Furthermore, research institutions also took part in this survey.

Regarding the focus on crime prevention, social prevention (20.0%) seems more prevalent than situational prevention (15.7%). However, the larger part indicates to focus on both social and situational prevention (64.3%).

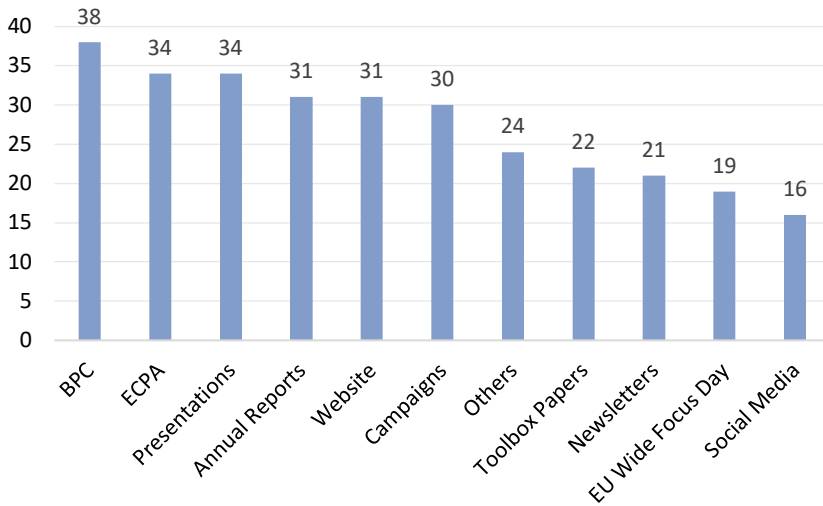
Fig. 3 Relationship to crime prevention (n=70)

90.0% of the participants seem to be familiar with the EUCPN, whilst 10.0% are not. In other words, the questionnaire also reached a target audience that is not familiar with the EUCPN. This concerns a limited group. The fact that the absolute majority responded positively can presumably be explained by the dissemination through the internal network of National Representatives and Substitutes.

Fig. 4 Familiarity with the EUCPN (n=70)

When asked about the channels that participants gained familiarity with the EUCPN, the Best Practice Conference (hereafter BPC) ($n=38$), the European Crime Prevention Award (hereafter ECPA) ($n=34$), as well as presentations at conferences ($n=34$) and campaigns ($n=30$) seem to be decisive initiatives. Furthermore, Annual Reports ($n=31$) and Toolbox Papers ($n=22$), along with Monitor Papers, Policy Papers and Best Practices ($n=24$) – categorized as ‘others’ – are frequently mentioned as important documentation. In addition, participants often refer to the EUCPN website ($n=31$). Less frequently mentioned are the EU Wide Focus Day ($n=19$) and the EUCPN social media channels ($n=16$). Participants were able to give multiple answers.

Fig. 5 Familiarity channels EUCPN



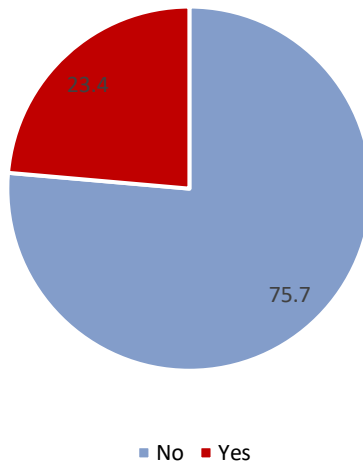
The role of the EUCPN is described by participants as a Network, in particular a European platform that acts as 'facilitator' and 'hub' in the field of crime prevention by, among others, the exchange of information, disseminating knowledge and compiling and sharing best practices. Furthermore, the EUCPN would support and stimulate international cooperation in criminal matters. In addition, the Network would bring together relevant partners and stakeholders in the field and thus establish contact points.

The EUCPN stands for the European Crime Prevention Network. The Network describes its role to connect the local, national and European levels and to promote crime prevention knowledge and practices among the EU Member States. When, on the basis of the participant's current knowledge of the Network, the overall objectives of the EUCPN are questioned, the

expectations are largely in line with the officially established objectives of the EUCPN (cf. *infra*). Generally speaking, the EUCPN should take a coordinating role and act as a point of reference in the field. The European platform should exchange information and best practices via events and campaigns. Furthermore, the Network should promote evidence-based crime prevention initiatives among Member States, as well as enhance cooperation between crime prevention agencies. Also, recommendations should be made at European level regarding crime prevention. In addition, some participants suggest focusing on specific phenomena. Some of the examples mentioned are, among others, violence against women, gender-based violence, hate speech and, petty crime.

About three-quarters indicate that the EUCPN should not be attributed to any (more) additional core tasks. Put differently, the EUCPN should continue to focus on their current main tasks according to participants. However, 23.4% suggests that additional core tasks would be desirable. These include, among others, *a more active involvement in the definition of minimum standards regarding the implementation and evaluation of crime prevention initiatives and the adoption of a more practical and educational role throughout the organization of workshops, training courses, and other related events*. Additionally, many answers given are often in line with the already official core tasks and therefore do not add any extra value.

Fig. 6 Additional core tasks EUCPN ($n=70$)



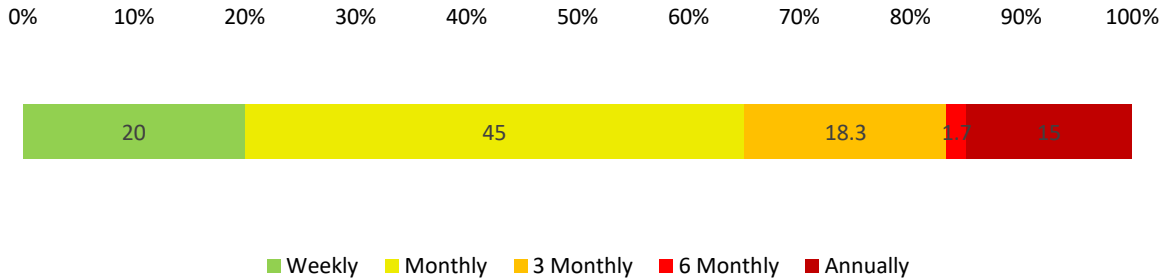
Goals of the European Crime Prevention Network

2.1.1. The European Crime Prevention Network as a point of reference

The concept of 'point of reference' was operationalized on the basis of a series of questions that gauge both the initiative of the EUCPN Secretariat and the extent to which their output and documentation are consulted by target groups in the European field of crime prevention. Percentages and numbers are always displayed in descending order.

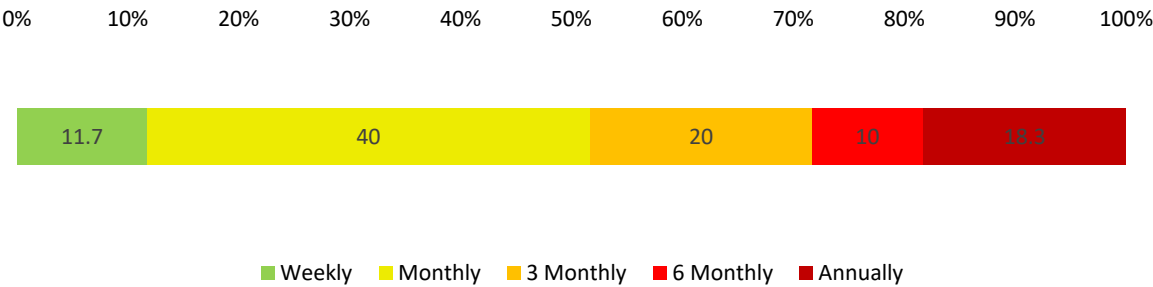
Approximately half of the participants receive e-mails from the Secretariat on a monthly basis (45.0%), while a fifth (20.0%) would receive e-mails on a weekly basis. 18.3% indicates to receive emails every three months, whereas 15.0% would receive e-mails annually. Furthermore, only 1.7% would receive e-mails on a six-monthly basis.

Fig. 7 Receiving emails from the EUCPN Secretariat (n=60)



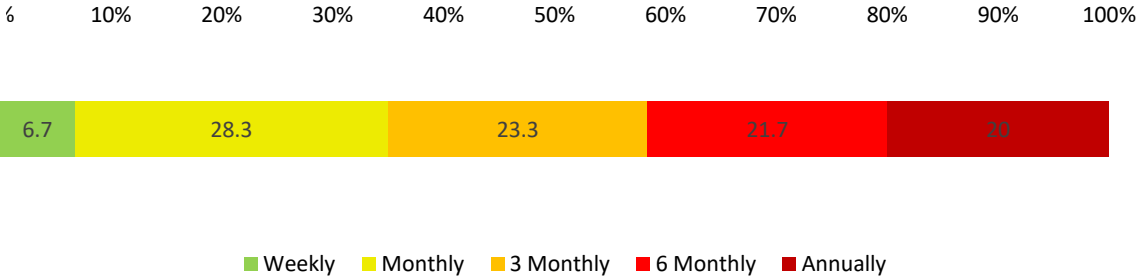
The majority consults the EUCPN website monthly (40%), followed by a three-monthly consultation (20.0%). 18.3% indicates to use the EUCPN website annually, whereas 11.7% uses the website weekly. In addition, only 10.0% consults the website six-monthly.

Fig. 8 Visiting the EUCPN website (n=60)

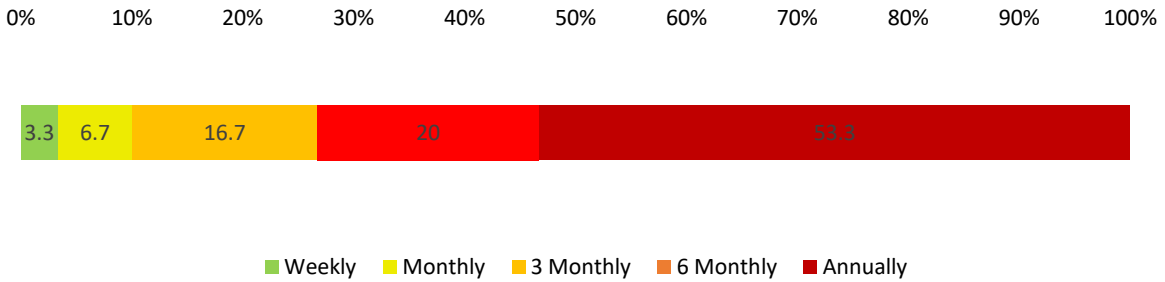


Regarding the EUCPN output, 28.3% indicates to consult the output on a monthly basis. In descending order, the output is consulted three-monthly (23.3%), six-monthly (21.7%), annually (20%) and weekly (6.7%).

Fig. 9 Consulting the EUCPN output (n=60)



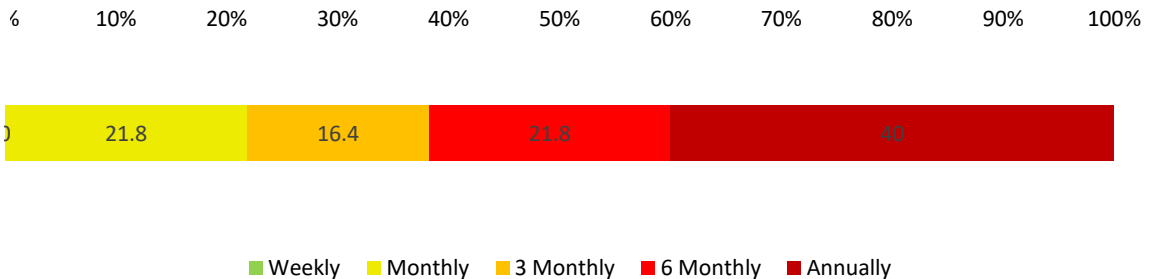
More than half of the participants attend annual events organized by the EUCPN (53.3%). One fifth (20.0%) indicates to participate in events on a six-monthly basis, followed by a three-monthly participation (16.7%). Only 6.7% and 3.3% appear to participate in EUCPN events on a monthly and weekly basis respectively. Nevertheless, some nuances need to be added as only a handful of events are organized each year, including the BPC, ECPA, EU Wide Focus Day and more recently the EUCPN Conference.

Fig. 10 Taking part in events organized by the EUCPN (n=60)

2.1.2. The European Crime Prevention Network disseminating qualitative knowledge

The concept of 'disseminating qualitative knowledge' was operationalized on the basis of a series of questions regarding the frequency of consultation of the EUCPN output and documentation (i.e. Toolbox Papers, Policy Papers, Monitor Papers, and best practices) by target groups in the European field of crime prevention. Percentages and numbers are always displayed in descending order.

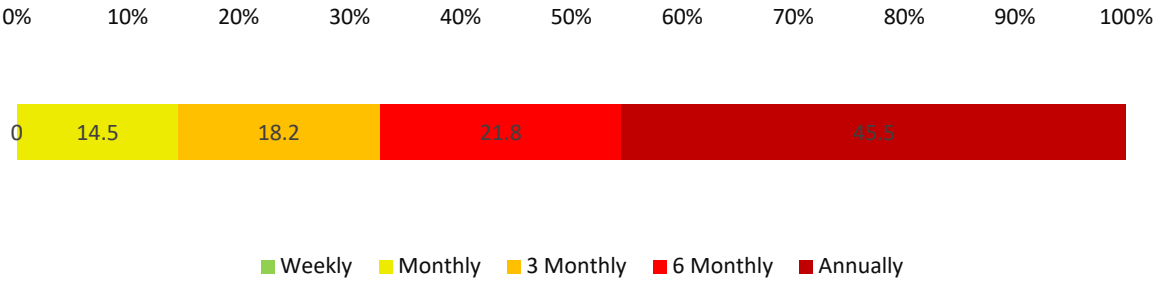
The majority consults the Toolbox Papers on an annual basis (40.0%), while 21.8% indicates to use the relevant documentation every six months. Similarly, 21.8% would consult the Toolbox Papers on a monthly basis, whereas 16.3% uses them three-monthly. None of the participants indicates to use the Toolbox Papers on a weekly basis.

Fig. 11 Consultation of the EUCPN Toolbox Papers (n=55)

Almost half of the participants consult the Policy Papers on an annual basis (45.5%). Approximately one fifth indicates to use the documentation semi-annually (21.8%). 18.2% consults the Policy Papers three-monthly, whereas

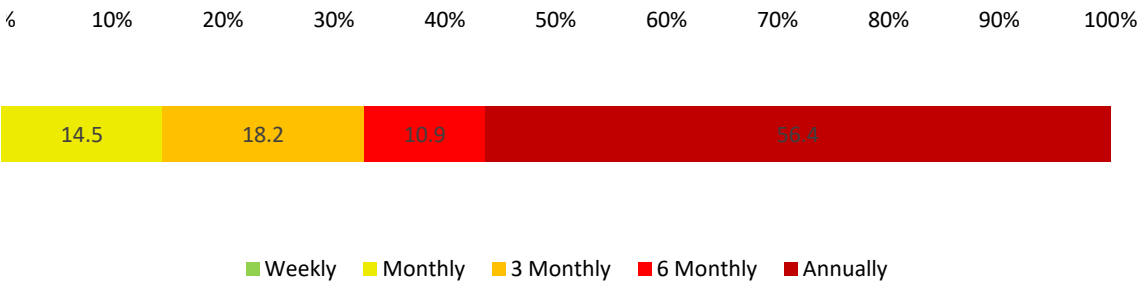
14.5% indicates to do so monthly. No participant indicates to use the Policy Papers on a weekly basis.

Fig. 12 Consultation of the EUCPN Policy Papers (n=55)

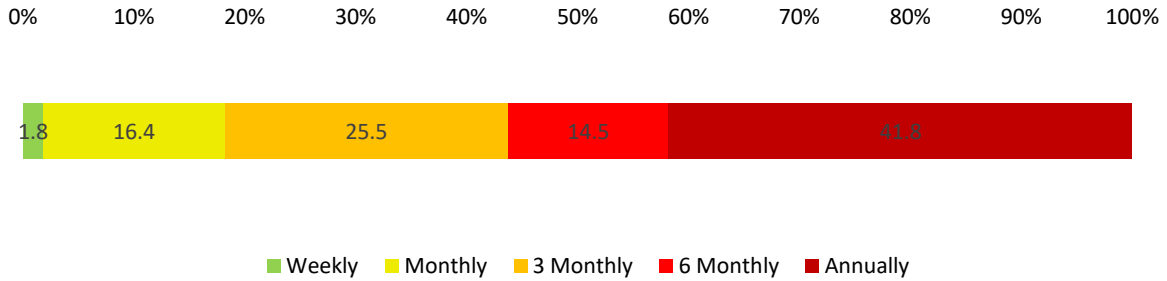


Regarding the Monitor Papers, the larger part indicates to consult these on an annual basis (56.4%). 18.2% uses the Monitor Papers three-monthly, compared to 14.5% consulting them monthly. A half-yearly consultation is reported by 10.9%. None of the participants indicates to use the Policy Papers on a weekly basis.

Fig. 13 Consultation of the EUCPN Monitor Papers (n=55)



Best practices are consulted by 41.8% on an annual basis, followed by a three-monthly consultation (25.5%). 16.4% uses the best practices on a monthly basis, whilst 14.5% consult them semi-annually. 1.8% indicates to weekly consult the best practices.

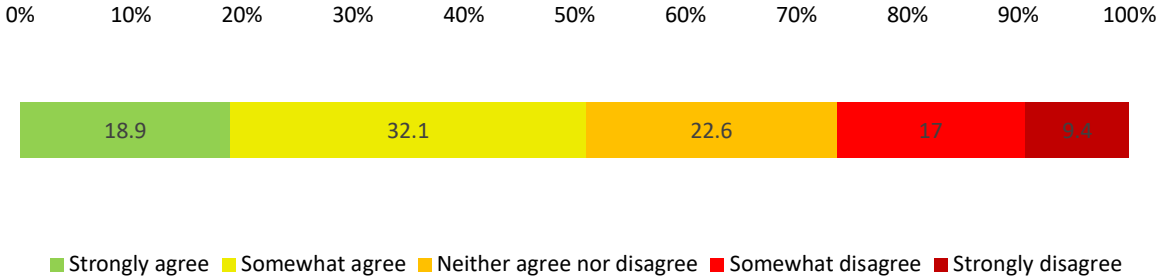
Fig. 14 Consultation of the EUCPN Best Practices (n=55)

When asked which tools are considered the most practical and valuable, participants tend to find the Toolbox Papers and Best Practices the most valuable output of the EUCPN, as well as the campaigns. Toolbox 14: Community-Oriented Policing in the European Union Today (March 2019), in particular, appeared to be popular. Also, there is often referred to the usefulness of the EUCPN Policy Papers. Annual Reports, Conferences and Newsletters were mentioned to a lesser extent. Besides, there was one participant who made the remark that the Knowledge Center would be outdated.

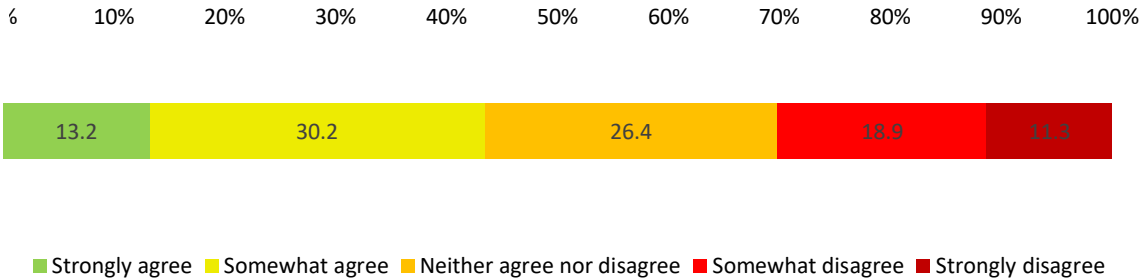
2.1.3. The European Crime Prevention Network supporting crime prevention activities

The concept of 'supporting crime prevention activities' was operationalized on the basis of a series of questions that gauge the extent to which potential target groups contact the Network in terms of the implementation, coordination, monitoring, and evaluation of crime prevention activities. Percentages and numbers are shown in descending order.

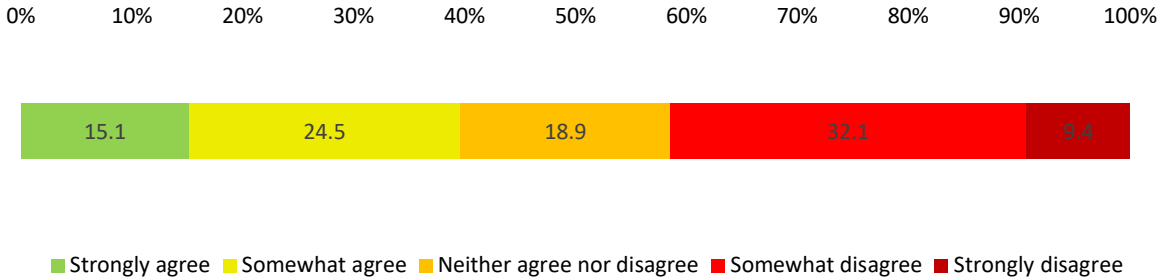
Almost a third (32.1%) somewhat agrees on seeking the support of the EUCPN when it comes to the implementation of crime prevention activities. 18.9% indicates to strongly agree, whereas 17.0% states to somewhat disagree. 9.8% seems strongly disagreed. However, the answers given should be nuanced. Although it does concern one of the Network's activities, in practice they are carried out to a lesser extent. A concrete example of this implementation function concerns, among others, the organization of the EU Wide Focus Day.

Fig. 15 Seeking support regarding the implementation of crime prevention activities (n=53)

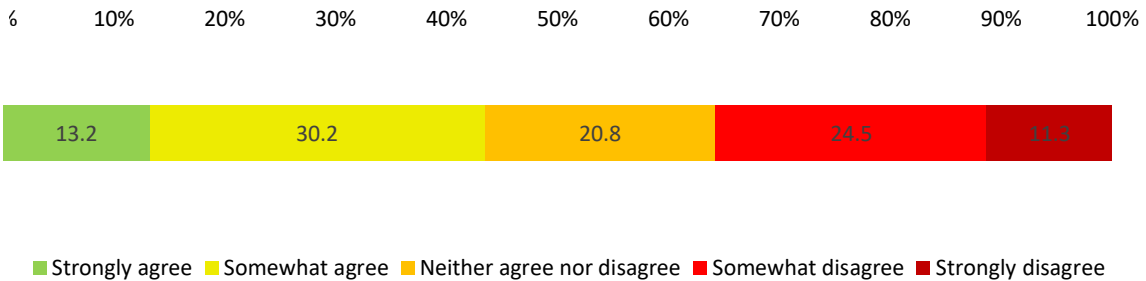
Regarding the monitoring of crime prevention activities, almost a third indicates to be somewhat agreed and seeks the support of the EUCPN (30.2%). 18.9% reports to somewhat disagree, while 13.2% strongly agrees. Strongly disagree is only reported in 11.3% of the cases.

Fig. 16 Seeking support regarding the monitoring of crime prevention activities (n=53)

Relying on the support of the EUCPN regarding the coordination of crime prevention activities, 32.1% of the participants states to somewhat disagree, whilst 24.5% indicates being somewhat agreed. 18.9% appears to be neither agree nor disagree, compared to 15.1% that seems strongly agree. Strongly disagree is occurring in only 9.1% of the cases.

Fig. 17 Seeking support regarding the coordination of crime prevention activities (n=53)

Regarding the evaluation of crime prevention activities, 30.2% indicates to be somewhat agreed and 24.5% states being somewhat disagreed. 11.3% of the participants is strongly disagreed. Prior (evaluation) studies have shown that Member States hardly carry out any evaluation assessments after the implementation of crime prevention activities and projects. In the case evaluations are carried out after all, it often concerns a process evaluation rather than an effect evaluation.

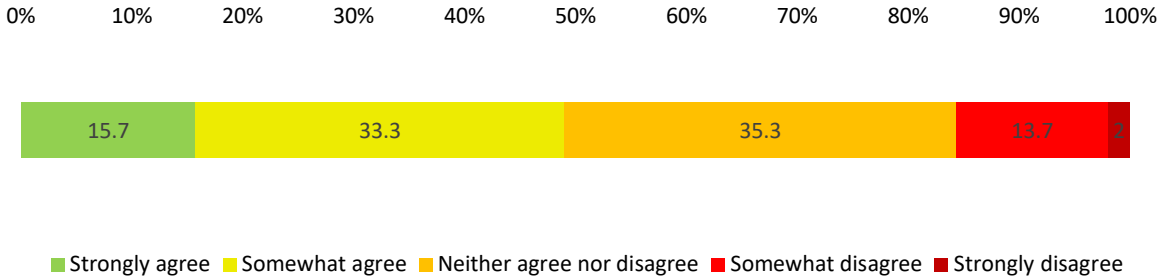
Fig. 18 Seeking support regarding the evaluation of crime prevention activities (n=53)

2.1.4. The European Crime Prevention Network contributing to the EU policy and strategy of crime prevention

The concept of 'contributing to the EU policy and strategy of crime prevention' was operationalized on the basis of a series of questions that gauge the extent to which the Network is influencing the EU strategy on crime prevention and is actively participating in the EU Policy Cycle.

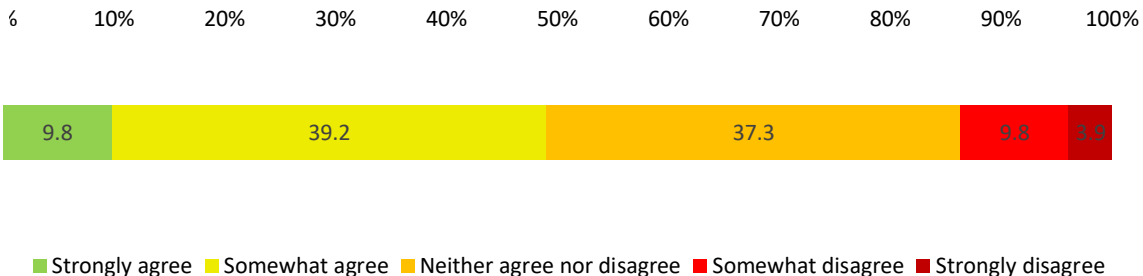
More than one third indicates not agreeing nor disagreeing (35.5%). Likewise, 33.3% somewhat agrees that the EUCPN exerts a significant amount of influence in the shaping of the EU strategy on crime prevention. 15.7% seems to be strongly agreed and 13.7% indicates to somewhat disagree.

Fig. 19 The EUCPN influencing the EU strategy on crime prevention (n=51)



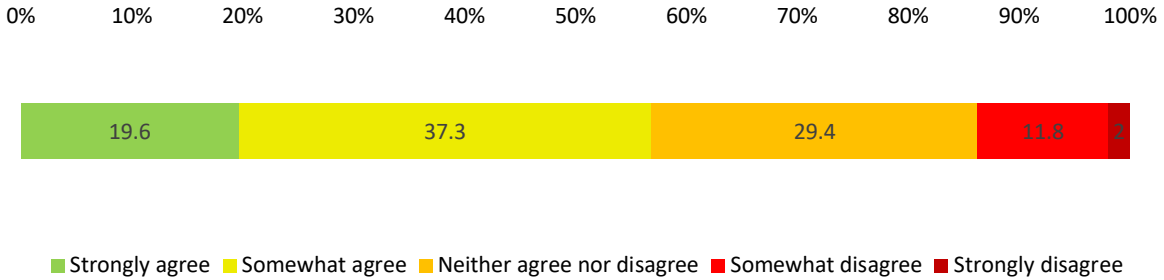
When it comes to the six-monthly changing presidential topics, the majority indicates to somewhat agree (39.2%). Another large part states being neither agree nor disagree (37.3%). Furthermore, 9.8% states to be both strongly agree and somewhat disagree. Remarkable is the fact that most of the answers seem to be fairly neutral. In other words, participants do not necessarily agree or disagree whereas a rather negative answer would be more logical, given the current EUCPN output which does not necessarily match the recently chosen presidential topics by Member States with a few exceptions (i.e. Toolbox 8, Cybercrime (April 2016); Toolbox 9: Preventing Illegal Trafficking of Firearms (July 2016); Toolbox 12: Cybersecurity and Safety (March 2018); Best Practice: Cyberbullying, etc.).

Fig. 20 EU Strategy priorities reflected in the changing EUCPN presidential topics (n=51)



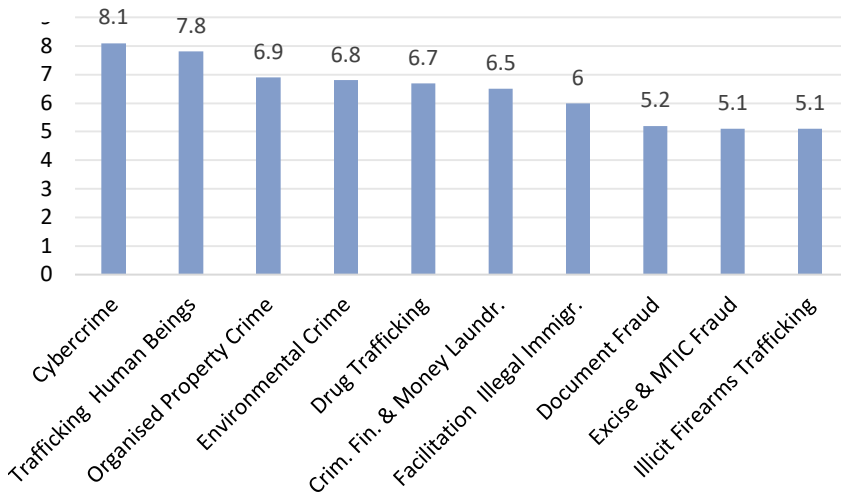
More than a third indicates that the EUCPN is sufficiently active in the EU Policy Cycle (37.3%), followed by 29.4% remaining neutral. About a fifth strongly agrees (19.6%) whilst 11.8% indicates to somewhat disagree.

Fig. 21 EUCPN activity in the EU Policy Cycle (n=51)



In addition, the extent to which the EUCPN should focus on the priorities of the EU Policy Cycle was also surveyed. Participants were asked to assign a score to those priorities they consider important, ranging from 0 to 10.

Fig. 22 EU Policy Cycle Priorities



The absolute majority indicated 'Cybercrime' (8.1) as a priority, followed by 'Trafficking in Human Beings' (7.8). 'Organized Property Crime' (6.9) occupies

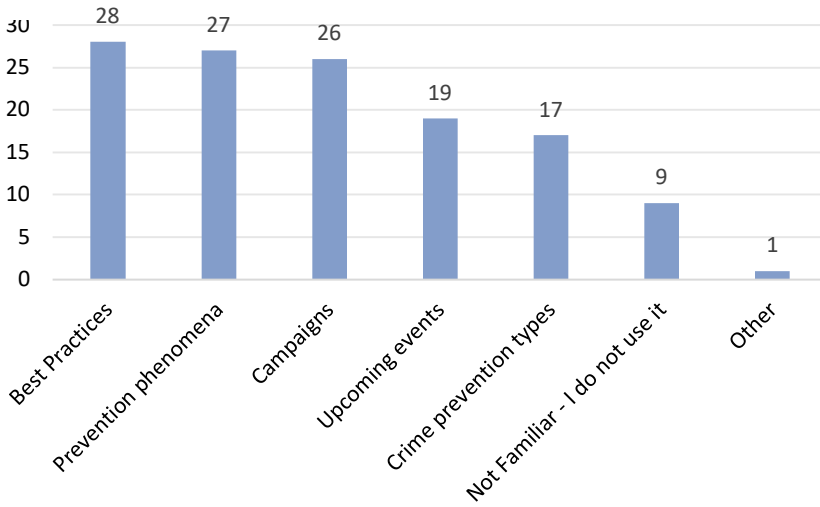
third place, while 'Environmental Crime' (6.8) and 'Drug Trafficking' occupy fourth and fifth place respectively. Criminal Finances and Money Laundering' (6.5), 'Facilitation of Illegal Immigration' (6.0), 'Document Fraud' (5.2) and both 'Excise and MTIC Fraud' and 'Illicit Firearms Trafficking' (5.1) appear to be considered somewhat less opportune. Some of these results are rather remarkable (i.e. Cybercrime and Drug Trafficking) since several specialized European agencies focus on the above-mentioned phenomena and the EUCPN acts as an all-round Network.

2.2. Tools of the European Crime Prevention Network

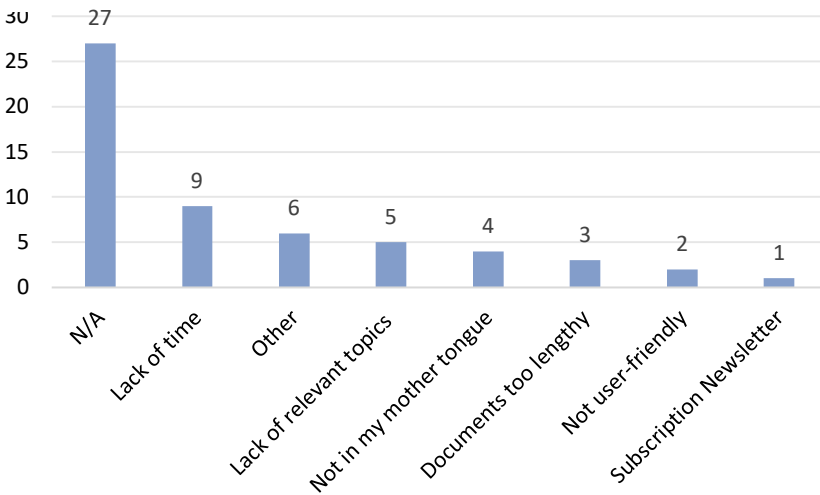
The EUCPN has several tools. Presented in alphabetical order, it concerns among others, Annual Reports, Best Practices, BPC, campaigns, ECPA, EU Wide Focus Day, Monitor Papers, Newsletters, Policy Papers, social media, Toolbox Papers, and the website.

2.2.1. Website

The EUCPN website has been consulted by most of the surveyed participants. When visiting the website, they often indicate to be looking for documentation and/or specific links on best practices ($n=28$), on the prevention of specific phenomena ($n=27$) and information about campaigns ($n=26$). Furthermore, some report looking for information about upcoming events ($n=19$) and documentation and/or specific links on specific types of prevention ($n=17$). In addition, 9 participants indicate they do not use the EUCPN website. Multiple answers were possible.

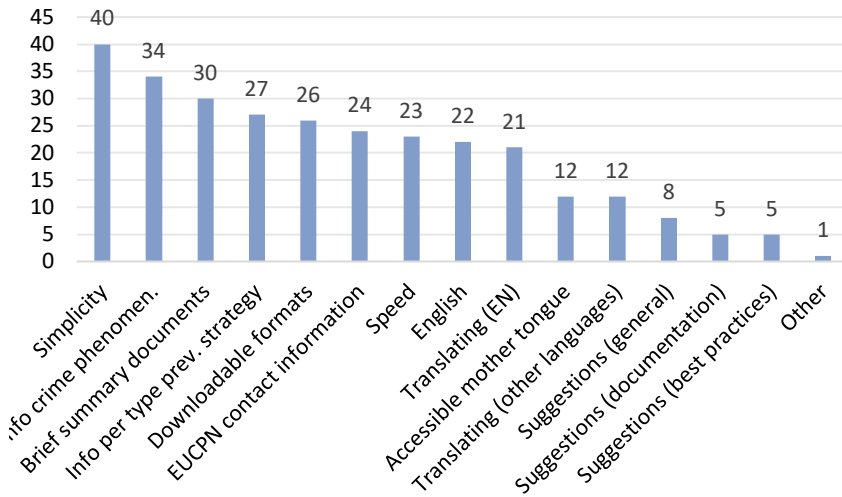
Fig. 23 Reported reasons for visiting the EUCPN website

When applicable, participants were asked why they had not yet visited the EUCPN. In this case, both the lack of time and the lack of relevant topics are reported. Furthermore, the fact that the website could not be consulted in the participant's native language and that provided documents and/or tools should be too lengthy and not concrete prevents some from visiting the website.

Fig. 24 Reported reasons for not visiting the EUCPN website

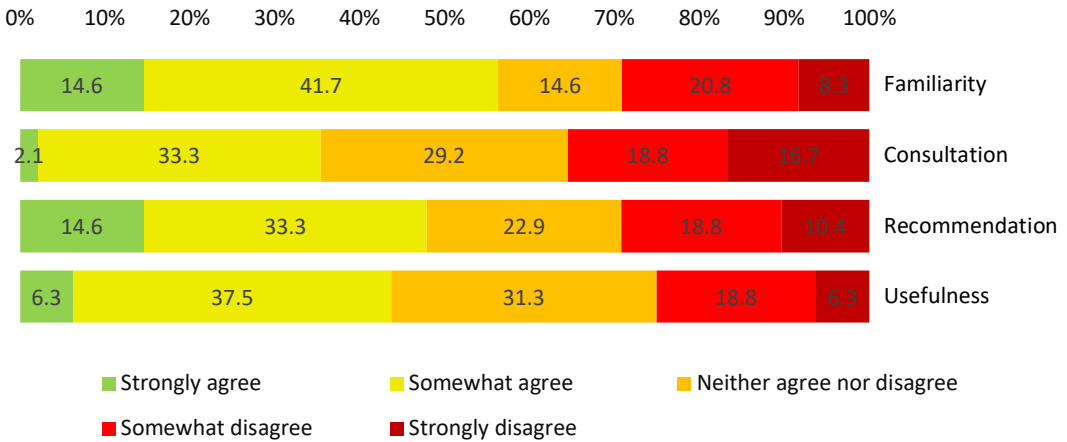
Also examined are the aspects that participants deem important, regardless of whether participants have already used the EUCPN website. Participants prefer a simple website ($n=40$) and that both information is given per crime phenomenon ($n=34$) and crime prevention strategy ($n=27$). Importance is also attached to the use of downloadable formats ($n=26$) as well as to easily accessible contact information of the EUCPN ($n=24$). In addition, a fast website ($n=23$), preferably in the English language, is desirable ($n=22$), as well as the translation of documents and tools in English ($n=21$). Multiple answers were possible.

Fig. 25 Important deemed aspects of the EUCPN website



2.2.2. Toolbox Papers

The vast majority is (very) familiar with the Toolbox Papers (56.3%), whereas 29.1% indicates to be less familiar with the documentation. Regarding the consultation of the Toolbox Papers, more than one third indicates to use them (very) regularly (35.4%). 25.5% states they do not consult the Toolbox Papers (very) often. Moreover, roughly half of the participants would recommend the Toolbox Papers (47.3%), both to partners and stakeholders, whilst about one third seems to hardly or not recommend the Toolbox Papers (29.2%). The majority indicates to find the Toolbox Papers useful in general (43.8%), while one fourth reports finding the Toolbox Papers less useful or not useful (25.1%). Similarly, almost half of the participants deems the Toolbox Papers, focusing on specific types of crime prevention, (very) useful (47.9%), whilst 18.7% does not.

Fig. 26 Toolbox Papers (n=48)

Regardless of whether the Toolbox Papers are deemed useful, participants were also surveyed about which future topics and/or phenomena are deemed desirable to devote Toolboxes on. Listed in alphabetical order, the following topics were suggested: administrative approach, burglary, child pornography, community-oriented policing (COP), cybercrime/cybersecurity, discrimination, domestic violence, drug(s) (trafficking), elderly victimization, environmental crime, (facilitating) illegal immigration, fraud, gender-based violence, minority rights, money laundering, neighborhood watches, new psychoactive substances (NPS), organized criminal groups, organized property crimes, petty crime, pickpocketing, policy evaluation, prostitution, radicalization, reintegration of inmates, robbery, serious organized crime, sexual exploitation of children, sexual harassment/intimidation, situational crime prevention, social disorder, social exclusion, trafficking in human beings (THB), trafficking of illegal migrants, vehicles theft, violence against women and youth crime. However, it should be noted that Toolboxes have already been dedicated to several of the latter topics in recent months and years.

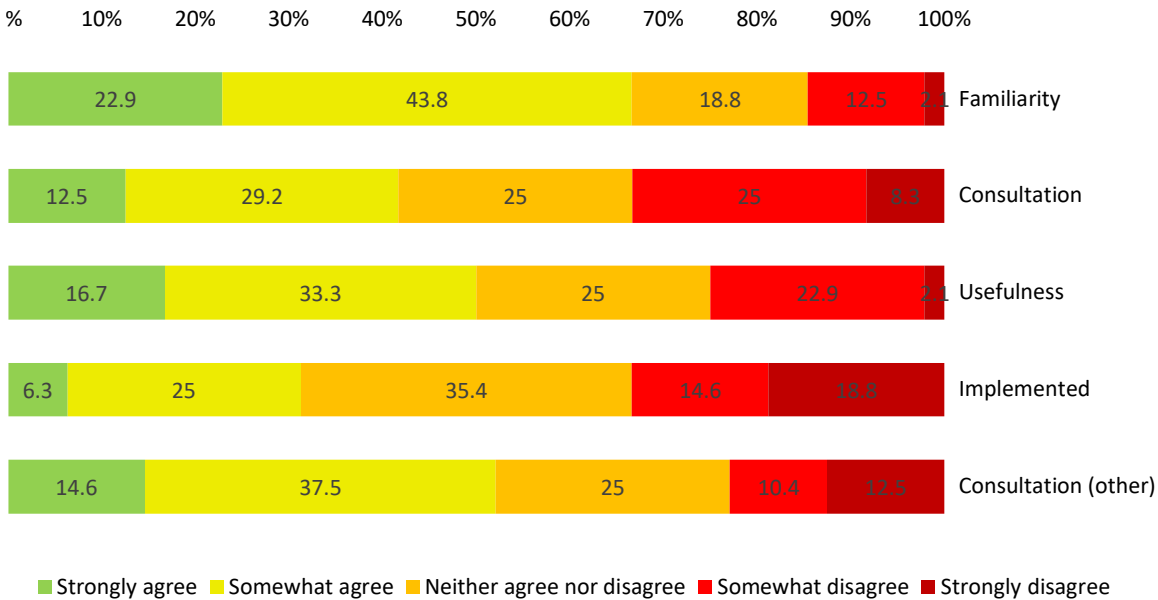
2.2.3. Best Practices

The absolute majority is somewhat to very familiar with the EUCPN Best Practices (66.7%), whereas 18.8% indicates to be neither agree nor disagree. In 14,6% of the cases, participants indicate being not familiar with the Best Practices at all. Concerning the consultation of the Best Practices, the larger part indicates to consult and use them (very) regularly (41.7%), whilst 25.0%

seems to be rather neutral. 33.3% states not consulting the Best Practices (very) often. Half of the participants consider the Best Practices useful (50.0%), while 25.0% does not.

Approximately one third report having already implemented some Best Practices of the EUCPN in the field of crime prevention (31.3%). Similarly, 33.4% reports having done so to a lesser extent or not. More than half indicate to have already consulted some Best Practices of other crime prevention institutions/organizations than the EUCPN (52.1%).

Fig. 27 Best Practices (n=48)

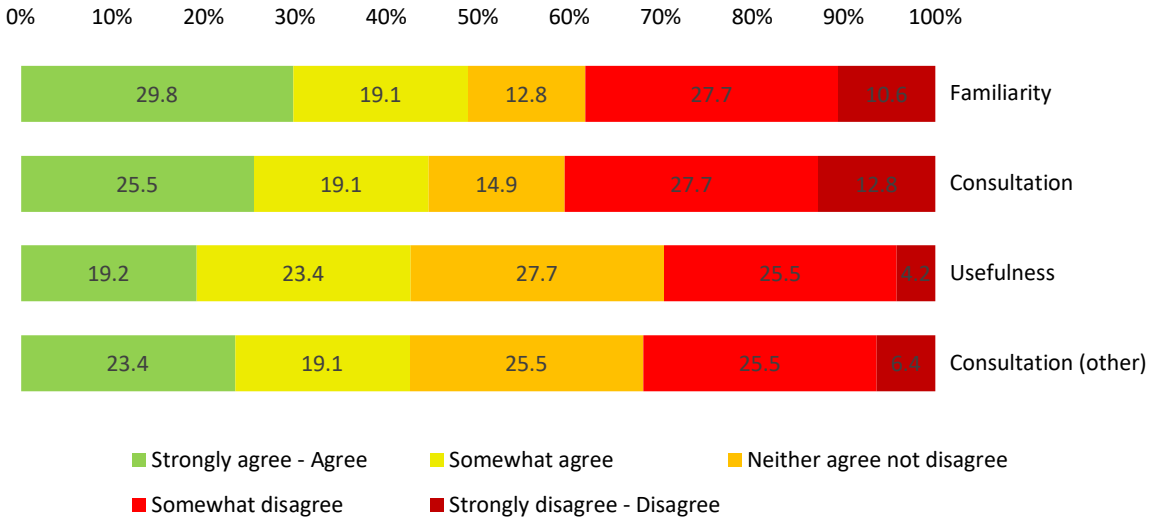


2.2.4. Policy Papers and Monitor Papers

The vast majority indicates being (very) familiar with the EUCPN Policy Papers and Monitor Papers (48.9%), whereas a large group states being less familiar with the documentation (38.3%). A minority are neither familiar nor unfamiliar with the Policy Papers and Monitor Papers (12.8%). Concerning the consultation of the Best Practices, the larger part indicates to use them (very) regularly (44.6%). However, 40.5% states not to consult the Best Practices often or hardly at all, whilst 14.9% claims to be neither agree nor disagree. 42.6% of the participants declares that the Policy Papers and Monitor Papers are considered useful, whereas 29.7% reports that the documentation is less or not useful at all. In addition, a significant group states that the Policy Papers and Monitor Papers are neither useful nor useless (27.7%). Almost half of the participants indicate to have already consulted some Policy Papers and/or

Monitor Papers of other crime prevention institutions/organizations than the EUCPN (42.5%), while also a large part reports that this is not the case (31.9%). A fourth does not seem to make a statement about this and claims to be neither agree nor disagree (25.5%).

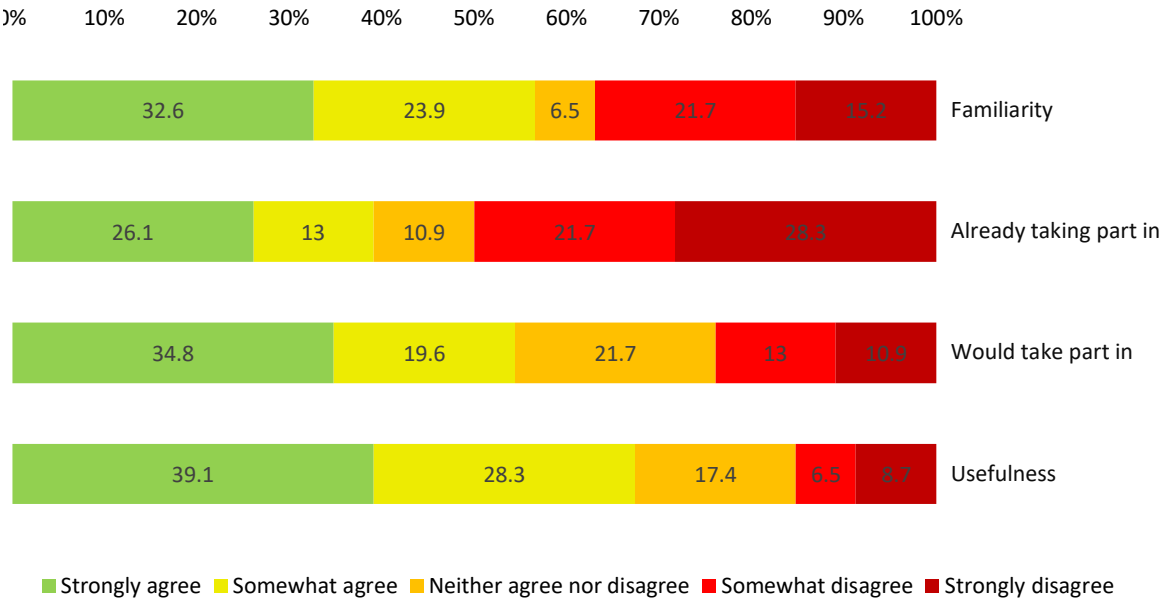
Fig. 28 Policy Papers & Monitor Papers (n=47)



2.2.5. EU Wide Focus Day

The larger part states to be (very) familiar with the EU Wide Focus Day (n=26 or 56.5%). 36.9%, on the other hand, indicates being less or not at all familiar with the annual and recently introduced event. Few are neither familiar nor unfamiliar with the EU Wide Focus Day. Nevertheless, it is remarkable that the majority did not yet participate in EU Wide Focus Day (50.0%), despite being (very) familiar with the event. Slightly more than one third indicates that they did participate in the previous edition (39.1%). Besides, half of the participants stated to likely participate in the next edition (54.3%), while a fourth will probably not (23.9%). Nonetheless, the organization of the EU Wide Focus Day, specifically focusing on a crime-prevention related topic, is considered (very) useful by the majority (67.4%). 17.4 responds neutrally, while 10.0% does not think the organization of concerned event is useful.

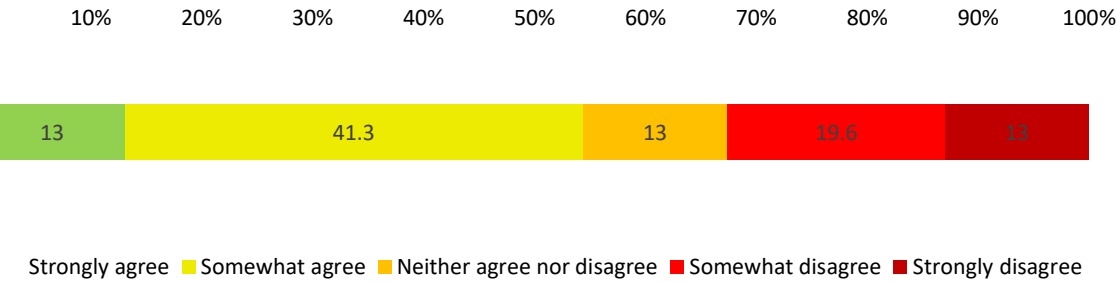
Fig. 29 EU Wide Focus Day (n=46)



2.2.6. Annual Reports

The majority indicates that they are familiar with the Annual Reports (54.3%). However, almost a third states being less familiar with the documentation (32.6%), whilst 13.0% seems neither to agree nor disagree.

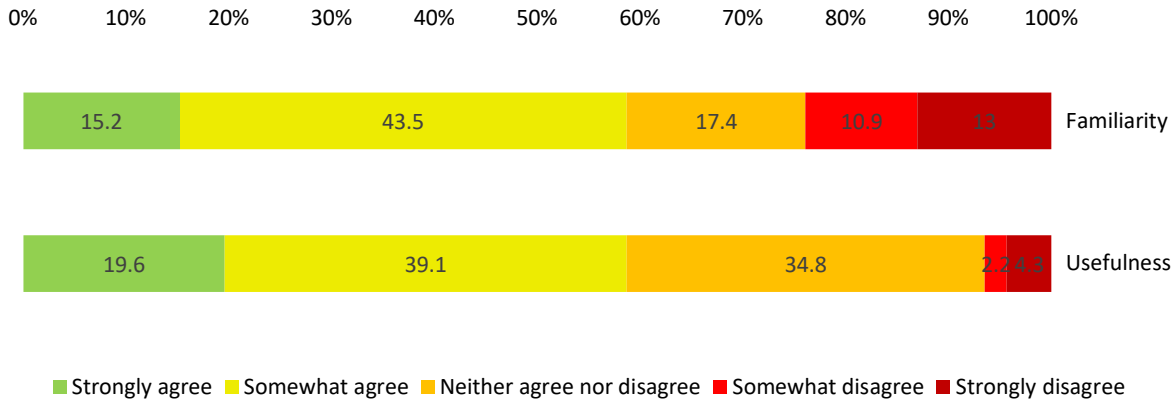
Fig. 30 Annual Reports (n=46)



2.2.7. Newsletters

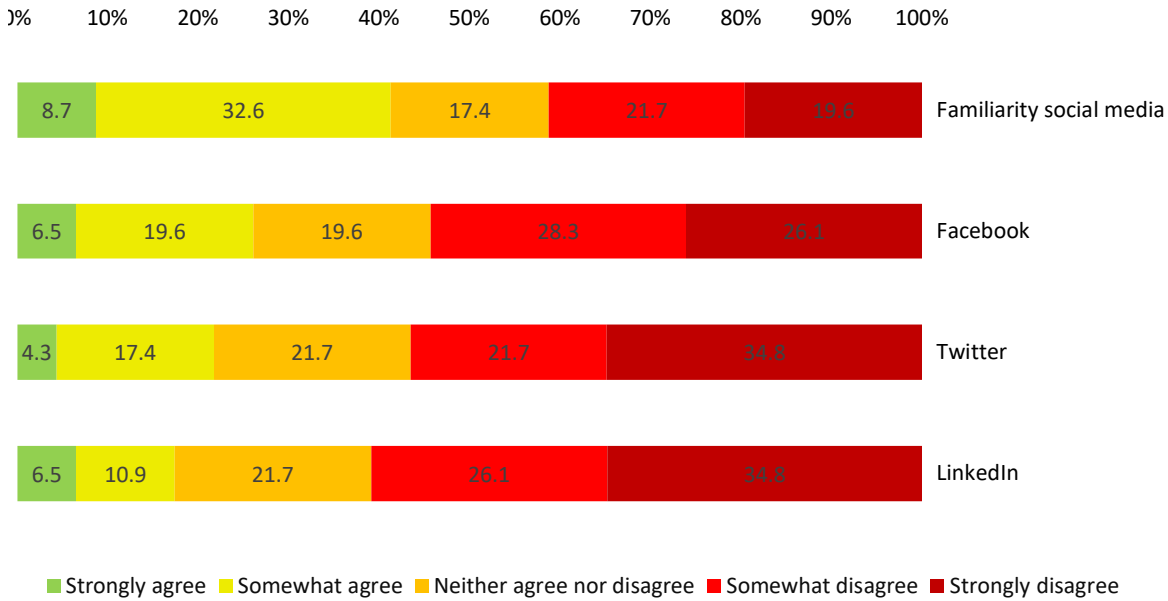
Likewise, 58.7% reports being familiar with the Newsletters in comparison to almost a quarter that seems to be less familiar (23.9%). The majority indicates to find the Newsletters useful (58.7%), whereas one third remains neutral (34.8%). Few respondents report not finding the Newsletters useful (6.5%).

Fig. 31 Newsletters (n=46)



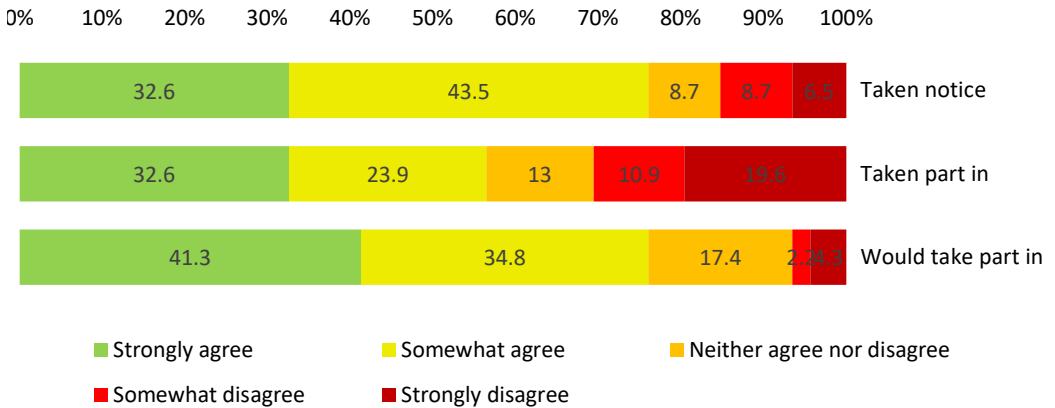
2.2.8. Social Media

41.3% indicates being (very) familiar with the social media channels of the EUCPN, while 41.3% reports as well they are hardly or not at all familiar. Only a quarter of the participants already came into contact with or visited the Facebook page of the EUCPN (26.1%). However, the majority indicates the opposite (54.4%). A similar story seems to apply to the EUCPN's Twitter account: only one fifth have already come into contact with their profile on the platform (21.7%), while the majority has not (56.5%). Also, less than one fifth already came into contact with or visited the EUCPN's LinkedIn profile (17.4%).

Fig. 32 Social Media (n=46)

2.2.9. Campaigns

More than three-quarters indicates to have already taken notice of campaigns organized by the EUCPN (76.1%). In addition, the majority has already participated in those (56.5%), while about one third state to have participated to a lesser extent or not yet (30.5%). 76.1% would participate in future campaigns, whereas a strong minority states that they would not (6.5%).

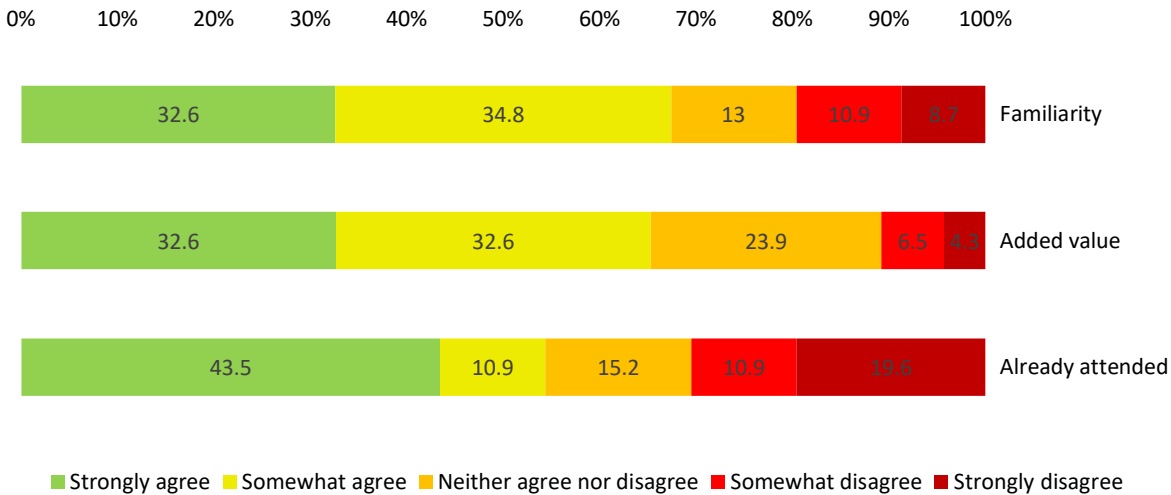
Fig. 33 Campaigns (n=46)

2.2.10. Best Practice Conference (BPC)

A large majority is familiar with the BPC (67.4%), while a fifth indicates to be less or hardly familiar with the event (19.6%). 65.2% believes that the BPC is an added value to the European field of crime prevention, while 23.9% are rather neutral. More than half already attended the BPC (54.3%), whereas a third states to have not yet participated in the event (30.5%).

Using open questions, participants were asked about which future topics and/or phenomena are deemed desirable to devote campaigns to. Listed in alphabetical order, the following topics were suggested: bullying, burglary, child sexual exploitation, corruption, crime prevention through environmental design (CPTED), cyberbullying, cybercrime/cybersecurity, cyber mobbing, domestic violence, drug (trafficking), environmental crime, EU Policy Cycle, evaluation, fraud, gender-based violence, hate speech, money laundering, new psychoactive substances (NPS), organized criminal groups (OCG), organized property crime (OPC), pickpocketing, radicalization, reintegration of inmates, robbery, security within Europe (e.g. nightlife, sport events, etc.), social exclusion, subcultural structures, terrorism, the cost of crime (prevention), theft, trafficking in human beings (THB), trafficking of illegal migrants, violence against children, violence against women and youth crime. Nevertheless, some of the above-mentioned subjects (i.e. burglary, pickpocketing and trafficking in human beings) already were the subject of a EUCPN campaign in the past.

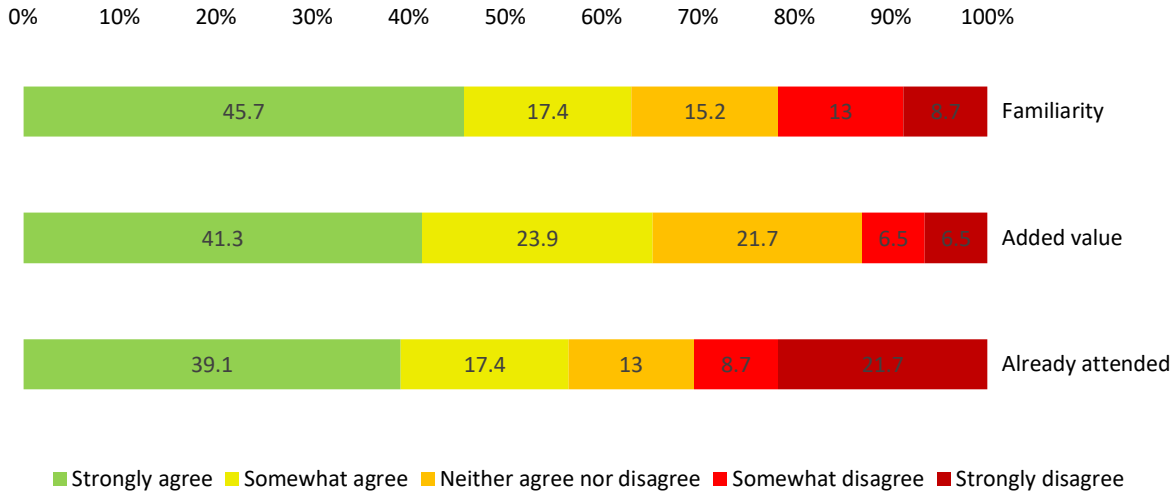
Fig. 34 Best Practice Conference (BPC) (n=46)



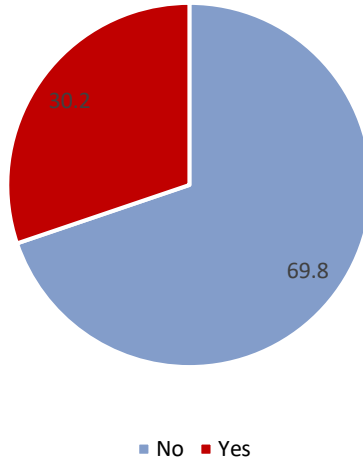
2.2.11. European Crime Prevention Award (ECPA)

Regarding the ECPA, the absolute majority seems familiar (63.0%). A fifth indicates to be less or hardly familiar with the event (21.7%). 65.2% believes that the ECPA is an added value to the European field of crime prevention, whilst 13.0% states it is not. 56.5% already attended an ECPA, while a third seems to have not yet participated in the event (30.4%).

Fig. 35 European Crime Prevention Award (ECPA) (n=46)

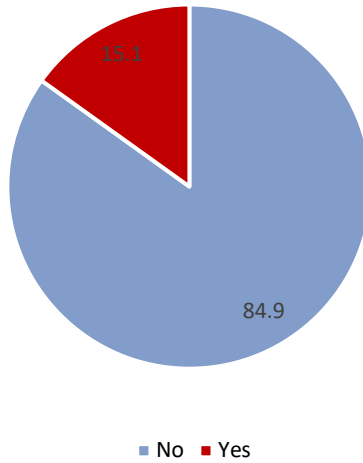


The absolute majority is satisfied with the current functioning of the ECPA. However, 30.2% reports that the ECPA should be expanded and that improvements could be made by involving, among others, non-European organizations, institutions, and research institutes. Participants indicate that, in some cases, they would like to have the opportunity to submit more than one project per Member State. Also, the current voting procedure could be adjusted in terms of giving Member States a vote. Furthermore, the ECPA would not be sufficiently known within the European field of crime prevention and would remain unclear to many that the ECPA is by definition an event open to the general public. A change in both communication strategy would therefore be advisable. At the same time, the local level would generally not be reached. In addition, the idea is put forward to enable a broadcasting of the event, so that one does not have to be physically present to attend the event. It is also suggested to organize several events per year. The extent to which this is organizationally possible and especially desirable is obviously a different issue.

Fig. 36 Expanding ECPA (n=53)

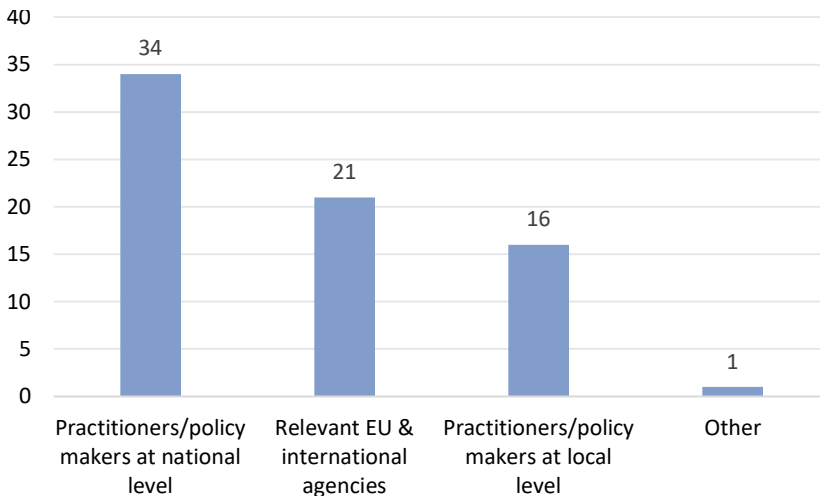
2.2.12. Tools for target audiences

When asked whether participants have suggestions when it comes to the creation of tools for their target audiences, the overwhelming majority (84.9%) responded negatively. However, a strong minority states to have some suggestions (15.1%), including enhancing awareness-raising about the existence of the EUCPN and their tools as well as adopting a more active promotion strategy. Practical tools need to be developed with their target audiences that can then be widely deployed and implemented. Additionally, in terms of content, some participants suggest focusing on specific topics and/or phenomena.

Fig. 37 Suggestions for the creation of tools for target audiences (n=53)

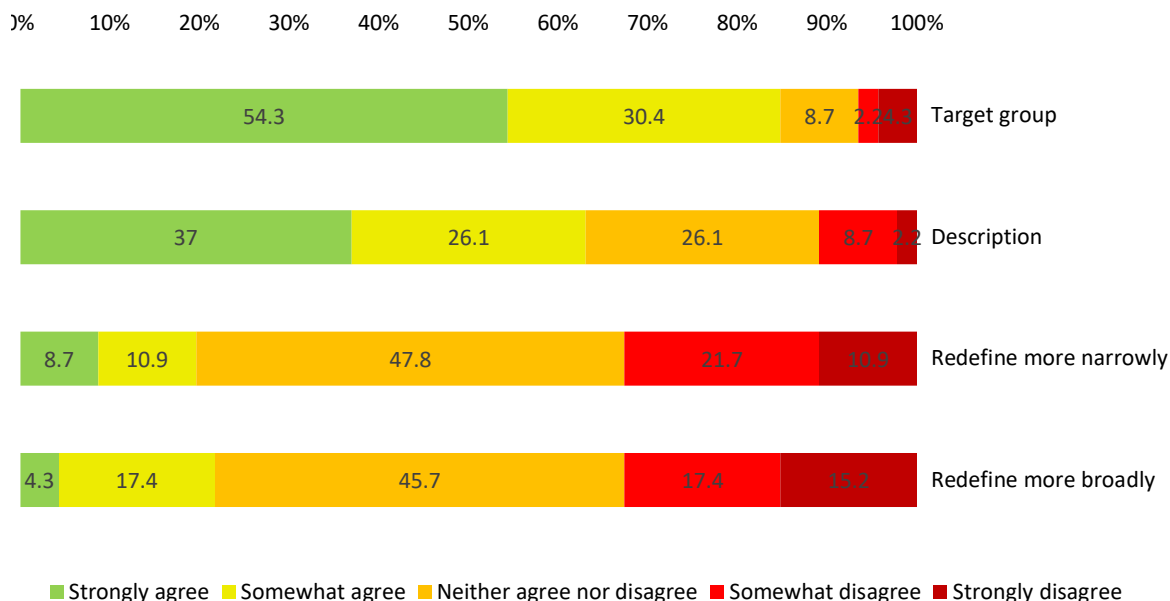
2.3. Target Groups of the European Crime Prevention Network

Participants were asked at what level their institution or organization could be classified. Most define themselves as practitioners and policymakers at a national level ($n=34$), followed by relevant EU and international agencies, organizations and working groups ($n=21$). Furthermore, some participants define themselves as practitioners and policymakers at a local level ($n=16$). Only one participant does not agree with the above-mentioned options and defines himself/herself as 'other'.

Fig. 38 Classification Target Groups

Subsequently, the majority considers themselves to be a target group of the EUCPN (84.8%), whilst a minority is rather neutral (8.7%) or does not consider itself as a target group (6.5%). Regarding the target groups defined by the EUCPN, more than half of the participants indicate that they are clear and sufficiently described (63.1%). Only a few seem to disagree to a lesser extent or disagree in general (10.9%).

Fig. 39 Description Target Groups (n=46)



In response to the question of whether the EUCPN should define its target groups more narrowly, one fifth expresses its desirability (19.6%). The vast majority, however, indicates to be neutral (47.8%) or approves the current definition of the target groups (32.6%). Likewise, a strong minority supports the idea for a broader definition of the target groups (21.7%), while the larger part is neutral on this issue (45.7%) and/or does not consider an adjustment desirable (32.6%).

3. Conclusion

The inquiry of target groups of the Network on the basis of an online questionnaire is the first part of the needs assessment. The questionnaire was disseminated through the internal network of both National Representatives and Substitutes. Contact Points, relevant contacts provided by the Secretariat, were also approached. **In total, 70 valid responses were registered with a cut-**

off value of at least 20%. Most of the participants define themselves as practitioners and/or policymakers and considers themselves to be a target group of the EUCPN. The vast majority is often representing public institutions (i.e. public government bodies, often Ministries of Interior and Justice), usually situated at a national level, whereby the larger part indicates to focus on both social and situational prevention. In addition, the absolute majority is familiar with the EUCPN as a Network, but it is remarkable that the questionnaire was also completed by participants who were unfamiliar with the EUCPN.

The EUCPN does not perform outstandingly well when the performance in key targets is questioned (i.e. point of reference, disseminating qualitative knowledge and supporting crime prevention activities). Also, only **a minority seems to be consulting the EUCPN's output**. Participants often indicate that they are familiar with Toolbox Papers, Monitor Papers, Policy Papers and Best Practices, but hardly or not at all consult the documentation and/or consider these documents to be useful. On the contrary, international but often more practically oriented events do, however, seem to score (very) well. Examples are the campaigns, BPC/ECPA and EU Wide Focus Day.

V. Expert interviews

As part of the needs assessment, expert interviews with National Representatives and Substitutes were conducted in order to gauge their opinion and expectations about the current and future strategic market position of the EUCPN within the European field of crime prevention. This chapter addresses the qualitative results.

1. Methodology

The expert interviews were conducted by means of a semi-structured question protocol, which implies the use of an interview schedule containing a logically constructed list of questions, built up around specific themes (cf. Appendix 5). For the purpose of this study, it was decided to compile a semi-structured question protocol consisting of four parts:

- **Part 1: Introduction – Opening questions (drop-off)**

First and foremost, the interview started with a brief introduction. Subsequently, the research context of the study was clarified and participants were made aware of the confidentiality of his/her answers. Participants were requested to review and sign the informed consent form (Appendix 8). If interviews were conducted (digitally) via Skype/telephone, the relevant form was sent by e-mail to the concerned participants. In that case, a verbal agreement was sufficient to start the interview.

In the first part of the expert interview, some general questions regarding the participant's familiarity with the EUCPN, their functioning within the Network and the role within their institution/organization were asked.

- **Part 2: Transition questions**

In the second part, participants were asked about how they would describe the role of their institution/organization regarding crime prevention and to what extent there is collaborated with other partners and/or stakeholders within the field.

- **Part 3: Key questions**

In the third part, it was enquired how participants are affiliated to and describe the Network. Also, the way in which the EUCPN is seen by other institutions/organizations in the field of crime prevention has been questioned as well as the extent to which the EUCPN can be considered as a leading actor in terms of their official goals (cf. *supra*). Further, participants were questioned

about relevant partners and/or stakeholders for the EUCPN for establishing potential partnerships in the short or long term.

▪ **Part 4: Final questions – Outro**

The fourth and last part gauged the personal expectations of participants. Participants were questioned on how they perceived the Network within the European field of crime prevention and what they exactly expect from the strategic marketing position of the EUCPN.

After completing the expert interview, the participant concerned was thanked for his/her time, effort and input.

National Representatives ($n=27$) and Substitutes ($n=24$) of the Network were contacted at the end of November 2019 by both the EUCPN Secretariat (28/11/2019) and the StraMaPo research team (29/11/2019) with the request to participate in the study and conduct an interview, given their knowledge and expertise regarding crime prevention. Contact details were provided by the Secretariat. A total of three reminders were sent out: early December (05/12/2019), late December (27/12/2019) and mid-January (20/01/2020). A detailed overview of the number of reminders sent can be found in the Appendix 4.

A total of 16 expert interviews were conducted with both National Representatives and Substitutes, covering 15 member states. The vast majority, in particular 11 face-to-face interviews, were conducted during both the Board Meeting and BPC/ECPA in Helsinki (December 2019). The semi-structured question protocol was therefore adjusted accordingly and pre-tested within both the research team and the EUCPN since a 15-minute time limit was set. The 5 remaining interviews were conducted in January 2020 via FaceTime ($n=1$), a program by Apple for video telephony, and telephone ($n=3$). In addition to the other 4 interviews, one was also conducted face-to-face.

Interviews were conducted with the following European Member States (in alphabetical order): Belgium, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Germany, Ireland, Lithuania, Luxembourg, Malta, Poland, Sweden, and The Netherlands. Noteworthy is the fact that 2 interviews were given by Poland since both the National Representative and the Substitute were interviewed.

All interviews were subsequently transcribed, coded and analyzed in light of the reporting phase. Anonymization was applied where necessary to prevent the possible identification of participants. An overview of the informed consents as well of the transcripts can be found in Appendix 6 and 8

respectively. An in-depth analysis of the transcripts revealed some topics that are discussed below. These topics include (1) involvement in crime prevention activities, (2) collaboration/cooperation with the EUCPN and/or partners of the Network, (3) role of the EUCPN within the European field of crime prevention, (4) core tasks of the EUCPN, (5) expectations about the EUCPN and (6) potential partners and/or stakeholders.

2. Results

2.1. Involvement in crime prevention activities

Representatives of the Network usually work for government agencies, including the Ministry of Interior ($n=6$) and the Ministry of Justice ($n=4$). Representatives are furthermore employed by policy services ($n=5$) and national crime prevention councils ($n=1$). These are institutions and agencies with the aim of combating crime at local, national and European levels and are mainly involved in policy-making and law enforcement. More specifically, interviewees reported to prepare, implement and coordinate crime prevention programs, strategies and policies; provide funds and financial grants; develop, disseminate and implement campaigns and coordinate crime prevention councils.

2.2. Partnerships with the EUCPN and partners of the Network

When interviewees are asked about their partnership with the EUCPN, it is mainly considered fruitful and mutually beneficial. Moreover, the EUCPN is seen as an important partner in the crime prevention area. However, taken into account that all interviewees represent the Network, this may likely result in a positive bias of the reported results. Notwithstanding the mainly positive perception, some shortcomings were detected. For example, interviewees indicate that strengthening the current partnership with the EUCPN does not always seem possible due to a reduction in operational resources and manpower. Furthermore, some representatives are convinced that they invest more than they actually receive, which implies a rather poor return on investment in the Network. A reinforcement of the partnership does therefore not seem appropriate for some.

Representatives of the Network also tend to collaborate with various institutions and/or organizations in the field of crime prevention at local, national, European and international level next to the EUCPN. Many of these partners and stakeholders are well known to the EUCPN and are considered to be 'traditional partners'. When asked which organizations and/or institutions this concerns, it appears that many of them already cooperate with

the EUCPN. In this respect, it appears that the Network has already established connections with the main partners in the field of crime prevention.

2.3. Role of the EUCPN within the European field of crime prevention

Following the results of the online questionnaire, the interviewees describe the Network's role as a 'facilitator' and 'hub' in the field of crime prevention by stimulating crime prevention initiatives, bringing together relevant partners and stakeholders, gathering and disseminating knowledge and experiences, disseminating best practices, conducting research and translating academic ideas into practical tools. One shortcoming, however, relates to the role and visibility of the EUCPN at a local level. Where the Network would be sufficiently known and active at international, European and national level, this would not be the case at a local level which is nevertheless reflected in their objectives (i.e. support crime prevention activities at national and local level) and target groups (i.e. practitioners and policymakers at a local level). National Representatives and Substitutes could be assigned a more prominent role in addressing this issue.

2.4. Core tasks of the EUCPN

Regarding the core tasks of the EUCPN, there seem to be some inconsistencies compared to the survey results. Whereas the interviewees seem to be unanimously positive about most core tasks, this is not always reflected in the questionnaire. A plausible positive bias, caused by the interviewees that represent the Network, may be at the root of this inconsistency.

Interviewees consider the EUCPN as a unique European partner focusing on crime prevention and thus as a leading actor in the field. When it comes to the results of the questionnaire, the Secretariat seems to maintain contact with the Member States at fairly regular intervals. Also, the website seems to be visited quite frequently, which is verified by the actual number of unique visitors. However, when it comes to the general consultation of their output, the EUCPN seems to score less well. An exception is participation in activities organized on an annual basis. In order for the EUCPN to be recognized as a genuine point of reference, they should distinguish themselves based on their output.

When asked about the extent to which the EUCPN disseminates qualitative knowledge, interviewees point to partnerships with research institutions and the outsourcing of research projects. Furthermore, interviewees refer to the practical working documents and emphasize the sharing of best practices. But, when specifically looking at the extent to which these working documents are consulted, the questionnaire found that this is not frequently the case for,

among others, the Policy Papers, Monitor Papers, Toolbox Papers, and Best Practices, while the latter are generally regarded as the most valuable output.

As far as supporting crime prevention activities are concerned, the majority of the interviewees is positive, but reports that this core task could be intensified. Put differently, there is room for improvement in this area. This finding is completely in line with the results of the questionnaire, whereby only a minority seemed to agree.

When asked about the contribution to the EU Policy Cycle, the majority of interviewees are primarily positive. Nonetheless, it is striking that some interviewees seem not as familiar with the Policy Cycle as they should be. Some interviewees even claim that a strong focus on the EU Policy Cycle is not always deemed necessary and that the EUCPN could set its own priorities. This finding does not seem to be in line with the questionnaire as the EU Policy Cycle and participation of the EUCPN within the Cycle was considered to be very positive.

2.5. Expectations about the EUCPN

Expectations about the EUCPN as a Network are generally in line with their official goals. Interviewees accordingly state that the EUCPN is supposed to function as a platform for information exchange by being a central point in the field, disseminating qualitative knowledge and supporting crime prevention activities. Although not unimportant, the 'contribution to the EU Policy Cycle' was not mentioned or named to a lesser extent (i.e. the fourth goal). Whereas some indicate to not necessarily focus on the priorities set by EU Policy Cycle, others indicate the importance of both the multiannual Policy Cycle and EMPACT activities to tackle the most important threats posed by organized and serious international crime. In this respect, it seems preferable to continue to focus on the current goals, as well on the EU Policy Cycle which integrates the vertical and horizontal aims and prioritizes, defines and evaluates transnational phenomena in the European field of crime prevention.

The official operating language of the EUCPN is English, which means that communication within the Network and between Member States is in the very same language. National Representatives and Substitutes are thus sufficiently proficient in English. Nevertheless, there seems to be a considerable plea for translating the EUCPN tools and working documents (and associated abstracts) into national languages given that the English working language impacts the usefulness of the EUCPN output for certain Member States and/or practitioners. Translation could broaden the target audiences reached, but Member States indicate that they are often not able to translate themselves due

to lack of domestic translation capacity and/or resources. Contradictory and not in line with the expectations is the finding that translated tools are by definition no more downloaded than other non-translated tools. An example of this concerns Toolbox 3: Evaluation of crime prevention activities (June 2013), which has been translated into the different national languages of the European Member States. When looked at the number of unique downloads, the number seems to be fairly low in comparison to other non-translated tools. Toolbox 3 ranks below the top 20 download list.

Furthermore, interviewees expect the EUCPN to become more active, but above all more visible at a local level, as already mentioned. At the same time, interviewees report to continue promoting output by making use of multimedia materials, which could be a potential way of reaching the local level. Interviewees further pointed out the importance of strengthened communication, in particular through social media. In addition, more European widespread events (e.g. conferences, campaigns, etc.) are desirable, as well as more simplified tools for practitioners since interviewees mentioned that the EUCPN output would not always be considered practical enough. Many are therefore in favor of more concrete, ready-made and evidence-based tools. To a lesser extent, more academic research and taking lead in crime prevention policies and/or strategies were suggested and deemed preferable. The Secretariat intends to meet these needs in the near future by introducing a new publication type and translating the academic side into practice. Lastly, a remark was made on the annual financial contribution from Member States to the Network. In case a Member State does not financially contribute to the annual contribution for some reason, this has a negative impact on the co-financing and the corresponding distribution key. In this respect, it was therefore requested that the system of yearly financial contributions could become re-evaluated and, if possible and appropriate, adjusted.

2.6. Potential partners and/or stakeholders

As previously stated, the EUCPN is working with a wide range of partners and/or stakeholders in the field, ranging from national public agencies to public-private partnerships and institutions/organizations at a European and international level. Most of them can be considered as 'traditional partners' that are active within the European crime prevention area. Accordingly, interviewees indicate that it is more favorable to invest in existing partnerships rather than identifying new partners and/or stakeholders and establishing new collaborations since most crime prevention domains are covered and the existing partnerships are usually evaluated positively.

3. Conclusion

National Representatives and Substitutes were interviewed by conducting expert interviews, the second part of the needs assessment. A total of 16 interviews were carried out, covering 15 Members States.

Interviewees are mainly employed by national public services and are therefore strongly involved in crime prevention. With a few exceptions, **cooperation with the EUCPN was deemed very positive by the interviewees.**

A minority reports not to have the capacity to strengthen the current relationship with the Network, but would like to do so. A lack of resources would be at the root of this issue. Further, a few indicate to expect more from the Network, for example in terms of assistance and support.

Overall, the EUCPN is perceived as an important partner in the crime prevention area that has already established connections with the main partners in the field. When asked about the core tasks of the EUCPN, representatives are unanimously positive, although there would be still room for some improvement. However, these **highly positive findings are not in line with the results of the questionnaire.** When interpreting these outcomes, we should take the potential occurrence of a positive bias into account. Finally, the general expectations are more or less in line with the EUCPN's current tasks. Representatives do, however, express their preference for, among others, a translation of the output as well as improved visibility at the local level, more simplified tools for practitioners and more European widespread events.

VI. SWOT-analysis

A SWOT-analysis will be carried out in this chapter, based on a compilation of the findings from the previous chapters. SWOT stands for Strengths, Weaknesses, Opportunities and Threats and is often used within the process of 'environmental scanning' to monitor the business environment and gain insight in the competitive position of the organization concerned (Pickton & Wright, 1998). This type of strength-weakness analysis, consisting of internal and external factors, is designed to support the determination of a (future) strategy or, in this case, to obtain a more detailed view of the current strategic market position of the EUCPN. The Strengths and Weaknesses form the internal factors, while the Opportunities and Threats form part of the external analysis. On the basis of this analysis, the current position of the EUCPN will be defined within the European field of crime prevention. Subsequently, some recommendations will be formulated with a view to strengthen this position.

Strengths

The EUCPN has four clearly defined core tasks on which the Network should continue to focus (more), namely:

- to be a point of reference regarding crime prevention;
- disseminating qualitative knowledge on crime prevention;
- supporting crime prevention activities and;
- contributing to the EU policy and strategy of crime prevention.

With the exception of supporting crime prevention activities, the three remaining objectives appear to be considered relatively positive. With regard to its first core tasks, the EUCPN has become a **well-known actor** in the European crime area and is involved in the general promotion of crime prevention. The Network maintains **high quality partnerships** with the Secretariat and Member States, as well with other institutions and/or organization with a role in crime prevention. The EUCPN is considered to be **important partner** in the field of crime prevention and, moreover, partnerships with the Network are perceived both **fruitful and mutually beneficial**. Furthermore, and with regard to the second objective, the EUCPN has been producing significantly more output in recent years. Output is disseminated via the **EUCPN Knowledge Center**. When looking at the number of documents published, their output has been expanded. Also, the number of annual events has increased with the recent introduction of both the EU Wide Focus Day and the EUCPN Conference. Finally, the fourth and last goal is viewed positively, considering that the Network is sufficiently

active within the **EU Policy Cycle** and that the 6-monthly changing presidential topics of Member States seem sufficiently in line with those same priorities.

Weaknesses

In view of the many publications and the dissemination of, among others, Toolbox Papers, Policy Papers, Monitor Papers, Best Practices and Annual Reports, the EUCPN is contributing to the state of play in the domain of crime prevention. However, when asked about the extent to which the EUCPN output is frequently consulted and the extent to which it is deemed useful by representatives, policy makers and practitioners, the answer to this question seems to be rather negative. In that respect, the core task regarding **disseminating qualitative knowledge** can therefore not only be regarded as a strength, but also as a weakness. Exceptions are the international events and conferences organized by the EUCPN such as the BPC, ECPA and last year's launched EU Wide Focus Day. During the expert interviews, there also appeared to be a lot of enthusiasm for the newly-introduced EUCPN Conference. Target groups furthermore indicate that the EUCPN tools are often deemed **insufficiently practical**. Put differently, there is a demand for **evidence-based and more simplified tools** that are easy to implement by policy makers and practitioners and not require any methodological knowledge.

The **supporting of crime prevention activities at national and local level**, the third core task of the EUCPN, needs to be intensified. When asked about the extent to which the EUCPN is consulted in the context of implementing, monitoring, coordinating and evaluating crime prevention activities, only a minority seem to agree, implying that a strengthening of this objective is desirable. In addition, the Network has to become **more visible at both regional and local level**, since that very same level also includes one of the target groups. Interviews with National Representatives show that the role of the EUCPN is mainly unknown at the local level.

The **communication strategy** and **social media channels** in particular also deserve the necessary attention. The EUCPN profiles on Facebook, Twitter and LinkedIn score very poorly to poorly. At the time of writing this report, the EUCPN had 477 likes on Facebook and 472 and 783 followers on LinkedIn and Twitter respectively.

Lastly, but remarkable is the fact that the Network's representatives are not always fully aware of the importance of the **EU Policy Cycle** which aims to tackle the most important threats posed by organized and serious international crime. A minority therefore appears to be in favor of allowing the Network to set its own priorities and not necessarily focus on the set priorities by the Council.

Opportunities

After the identification of strengths and weaknesses, several opportunities emerge which will be elaborated in this section. Opportunities are mainly driven by external factors, implying that its independent from the EUCPN as a Network. Applied to the assignment of the strategic market position and based on the results of both the online questionnaire and the expert interviews, a set of possibilities are elaborated to strengthen the current position of the EUCPN.

First of all, **improved visibility** seems appropriate, especially at the local level. A role should be given to the representatives of the Member States concerned, since they are responsible for the national representation of the Network. However, the EUCPN could support its National Representatives and Substitutes in this task. One possible way to reach the local level may be by promoting output through **interactive multimedia materials**. This could include, among others, posters and promotional videos. Another suggestion would be to increase the use of **social media** as part of a reinforced **communication strategy**. After all, this is a direct way to get in touch with the Network and the Secretariat in particular.

Secondly, there is a clear demand for the **translation** of both working documents and abstracts from English into national languages. Translation could, theoretically, lead to a larger share of target audiences as discussions with National Representations and Substitutes revealed that in some cases certain documents became less usable due to existing language barriers. Thirdly, the possibility exists to take a more prominent role in and focus on **scientific research**, as well as to take a pioneering role regarding **crime prevention policies and/or strategies**. Furthermore, the **European widespread events** are very successful due to their practical added value. In this respect, it does not seem unreasonable to continue to invest in these initiatives and, if possible, to launch more events in the field.

Threats

At the same time, a limited number of challenges are emerging that could affect both the current and future strategic market position of the EUCPN and thus may be considered a threat.

Although the EUCPN partnership is generally evaluated as positive, it is indicated that, in some cases, a further strengthening of the current relationship does not seem desirable or rather impossible. A **lack of domestic capacity and/or resources** is often at the root of the issue. Additionally, it also became apparent that some representatives of the Network perceived the collaboration with the Network as a **poor return on invested time and effort**. Furthermore, the **co-financing principle** poses a threat to the further

functioning of the EUCPN. A non-payment of annual membership fees by Member States negatively affects the distribution key and may imply a significant reduction in funding and thus operating resources for the Network.

Table 1. Overview SWOT

	Strengths	Weaknesses
<div> <div>Internal</div> <div>External</div> </div>	S1: well-known actor S2: important partner S3: high quality partnerships S4: fruitful and mutually beneficial collaboration S5: dissemination of qualitative knowledge S6: activity within the EU Policy Cycle	W1: output under consulted W2: limited local impact W3: insufficient crime prevention activities W4: unfamiliarity with the EU Policy Cycle
Opportunities	SO-strategy	WO-strategy
O1: improve visibility O2: broaden target audiences reached O3: overcome language barrier O4: involvement in academic research	SO1: more European widespread events SO2: publishing rate SO3: upgrading Knowledge Center SO4: taking lead in crime prevention policies and/or strategies	WO1: more simplified tools WO2: translating working documents (and abstracts) WO3: communication strategy WO4: multimedia materials WO5: use of social media
Threats	ST-strategy	WT-strategy
T1: lack of resources Member States T2: poor return on investment T3: drop EU funding	ST1: intensified support from a better-resourced Secretariat	WT1: intensified support from better-resourced Secretariat

VII. Conclusions and recommendations

Below, we present the overall conclusions and recommendations for strengthening the current and future strategic market position of the EUCPN.

Overall conclusion

This study attempted to gain an insight into the current and future strategic market position of the EUCPN by, on the one hand, identifying relevant European and international institutions and/or organizations within the European crime prevention area and, on the other hand, carrying out a needs assessment of both National Representatives and Substitutes as well as the Network's target groups.

With regard to the mapping of related institutions and/or organizations, the Market Approach, and the Public Company Method (GPCM) in particular, were used to determine the market value of the EUCPN. As far as possible, the predefined conditions to measure the market value were respected and applied to the target market in which the institutions and/or organizations to be evaluated are located, which is the European field of crime prevention. The outcome of this process resulted in a substantiated classification system which, after application in practice, appeared to be of limited use when it comes to comparing various institutions and/or organizations. In this respect, **a brief descriptive analysis was presented and an overview of 57 identified institutions and/or organizations in the field was provided.**

The needs assessment involved the dissemination of an online questionnaire to the target groups of the Network and the conduct of expert interviews with National Representatives and Substitutes. **Results from the questionnaire were not convincingly positive.** More specific, the cores tasks of the Network were evaluated rather neutrally. Participants indicated, for instance, to be familiar with the output from the Knowledge Centre, but hardly used it or not used it at all. **The expert interviews, on the contrary, appeared to be positive and thus inconsistent with the results of the online questionnaire.** A positive bias of National Representatives and Substitutes is most likely at the root of this issue.

Taking the presented results into account, **one may conclude that the EUCPN functions as a versatile and multipurpose Network within the European field of crime prevention.** In doing so, the Network appears to be well equipped to meet its stated objectives (cf. *supra*). However, **by addressing a number of shortcomings, the EUCPN could consolidate and/or boost its market value.**

Some of the identified weaknesses are inherently related to the Network's strengths, which presupposes that continuing the EUCPN's focus on its current objectives and the prioritization of the potential opportunities would provide a certain margin for growth. Thus, in addition to addressing these weaknesses, the opportunities – as presented in the SWOT-analysis – should be fully exploited. In that regard, the EUCPN **should not necessarily take a change of course, but should endeavor to enhance its visibility, broaden its target audiences reached and tackle the language barrier problem.** Furthermore, the EUCPN **could develop specialization in crime prevention policies and/or strategies and academic research** to distinguish itself and strengthen its market value to become a genuine leading entity in the crime prevention area.

Recommendations

The following section sets out a number of recommendations regarding follow-up research and the strategic market position of the EUCPN.

Recommendation 1: There are several dangers associated with the use of techniques to determine the strategic market position. A first problem relates to both diversity and stability in the particular market in which the organization to be evaluated is based. Put differently, the implementation of this specific evaluation strategy in the European field of crime prevention could have implications with regard to comparability. A second problem concerns the selection of Guideline Companies that serve as a basis for comparison. Any substantial differences between these companies and the organization to be evaluated may lead to an under- or overestimation of the market value. As far as possible, we have taken the above limitations into account for the present study. Nevertheless, we attempt to apply the Public Company Method (GPCM) to the European crime prevention area by using a substantiated system of axes as a basis for comparison and thereby concluded during the empirical phase that the classification system was not as usable as initially expected. In that respect, future research on the strategic market position of the EUCPN that intends to use a classification system would be suggested **to apply a more fine-tuned method that fits even more closely the required conditions.**

Recommendation 2: Similarly, a SWOT analysis is subject to limitations. Certain identified factors appeared to fit into more than one box (e.g. ST1/WT1; intensified support from better-resourced Secretariat), while others were too broadly formulated due to a lack of information (e.g. WO3; communication strategy). Furthermore, it is complicated to determine which factors need to be given more/less or equal importance. And finally, the listed factors in this research reflect opinions rather than facts, resulting in an over-subjectivity of

the presented results. We are aware of this bias. However, the results presented **should be validated in follow-up research by questioning a larger number of respondents, both within and outside the Network, both quantitatively and qualitatively.**

Recommendation 3: The EUCPN produces output in the form of documents, but also through conferences and campaigns. Contrary to the Annual Reports, Monitor Papers, Policy Papers, Toolbox Papers and best practices, international events score well to very well and seem to be popular. Examples of existing events are the BPC, ECPA and the recently launched EU Wide Focus Day. There also seemed to be interest in the newly introduced EUCPN Conference. A possible way forward could be **to become more actively involved in the organization of European widespread events.**

Recommendation 4: The publishing rate of the Secretariat seems to be relatively high. For instance, 195 contributions were published last year (2019). Looking at previous years, these numbers tend to be somewhat lower. It seems **advisable to keep the publishing rate at least steady or, if possible, even to increase the number of contributions in order to improve the Network's visibility in the area of crime prevention.**

Recommendation 5: The EUCPN is already widely involved in crime prevention. To strengthen its position in the field, the EUCPN could **further specialize in the implementation, monitoring, coordination and evaluation of crime prevention policies, strategies and/or activities** since both the quantitative and the qualitative results indicate that there is room for improvement in this area.

Recommendation 6: As the results of the online questionnaire have indicated that the output of the EUCPN is hardly or not consulted due to its impractical nature, it may be necessary **to aim at developing and disseminating more simplified tools for practitioners.** These tools are and remain ideally evidence-based, however, the implementation requirements should be kept to a minimum.

Recommendation 7: Following the limited consultation of the EUCPN output, **a larger target audience could presumably be reached by translating the published and disseminated documentation from the English language into the national languages of the Member States concerned.** Some Member States reported not to have the capacity to do so. Notwithstanding the fact that the working language of the Network is English, this would nevertheless **impact the usefulness of the outputs for certain Member States and/or practitioners.** Moreover, the opportunity of translating provides **an opportunity to sharpen**

the visibility at the local level and reach practitioners at very same level. Certain interviewees pointed out that practitioners in their Member State often spoke English insufficiently, meaning that a translation of documentation would be beneficial.

Recommendation 8: With a view to strengthening the communication strategy, the **social media channels of the Network should be more widely promoted** as a strong minority of the target groups indicates to be mainly unfamiliar with these channels. In addition, since sometimes a picture is worth a thousand words, it seems to be **advisable to enhance the use of multimedia materials and to promote output more often using these tools**. Furthermore, considering both the use of social media and the potential of visual content can bridge the gap to the local level in order to involve practitioners.

Recommendation 9: Overall, the EUCPN partnership is considered to be fruitful and mutually beneficial and thus perceived positively. However, when Member States were interviewed about the opportunities and desirability of strengthening their relationship with the Network, few appeared not to be in favor due to lack of domestic capacity and/or resources. Moreover, some indicated that their participation is deemed a poor investment in terms of time and effort. From this perspective, **intensified support from a better-resourced Secretariat** may be one possible way forward to address these external threats.

Recommendation 10: The EUCPN depends on external funding (i.e. Internal Security Fund - European Commission) based on a co-financing principle. The annual allocation is calculated on the basis of a distribution key whereby each Member State represents a share of a certain amount and is expected to adjust annual contributions. However, there are known cases of non-payment by Member States, with the consequence of a significant reduction in the annually assigned contribution. In this respect, a drop in EU funding could threaten the further functioning of the Network. **A re-evaluation of the current co-financing and associated distribution key principle may therefore be desirable.**

Recommendation 11: There are numerous institutions and organizations active in the European field of crime prevention, many of which are known by and collaborate with the EUCPN. Many are regarded as 'traditional partners'. The Network thus has established connections with the main partners in the crime prevention area. In that respect, it is **more favorable to invest in and intensify existing partnerships, rather than establishing new ones.**

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